



Emu or dodo
The EC approaches
a moment of truth

Page 19



Surprises in store
Shops that count you
in and count you out

Technology, Page 16



Taiwan
A search for
identity

Survey, Pages 11-14



TOMORROW'S Weekend FT
The Japanese
reinvent soccer

Kline in Volvo B, off SKr 100

SLO, in contrast, was
tied to a 2 per cent gain by
forecasts of a narrow
get deficit for 1994, the all
re index closing 11.62
per cent at 575.55.OPENHAGEN closed 11.62
higher with the KFX
ex up 1.03 at SKr 584.
Investor interest in Superior
in agricultural chemical
and road-building group
is stimulated by continuing
news that the company
will be the subject of a
takeover. The shares rose
17 to DKK 324.STANBUL retreated by 1.62
at an consolidation phase
which began on Monday, re-
maining 10.62 at 15,285.50.
The company's turnover of TL 1.2 billion
year must market comments
that believe that equities
main positive, and forecast
further gains in the short term.NATO-Russia link: German defence minister
Volker Rühe called for the NATO alliance to develop
a "new strategic partnership" with Russia, to
meet the security interests of Moscow. Page 20EC airlines please: European Community airlines
and telecommunications groups must be given
time to grow stronger before the European market
can be opened to full outside competition, according
to the EC's competition commissioner. Page 20Nobel literature prize for Toni Morrison:
Author and academic Toni Morrison (left)
became the first black
American woman to win the Nobel literature
prize. The Swedish Academy, awarding
the \$37,000 prize, said she had displayed
in her six novels and numerous essays an
epic power and unerring
ear for dialogue. Morrison
said: "What is most wonderful for me personally
is to know the prize has at last been awarded
to an African-American." Page 5Rocard fined for libel: French Socialist party
chief Michel Rocard was fined FF 10,000 (\$1,780)
for libel by a Paris court for accusing far-right
leader Jean-Marie Le Pen of torturing Arab prisoners
during the Algerian war.UK tax option: UK chancellor of the exchequer
Kenneth Clarke kept open the option of tax
increases in his November Budget after containing
a threatened rebellion at the Conservative party
conference against the imposition of value added
tax on domestic fuel. Page 20Peugeot-Citroen losses: Peugeot-Citroen plunged
into a net loss of FF 1.12bn (\$183m) in the first
half of this year, the French car group announced.
It saw no sign of a pick-up in demand. Page 21Chinese consumer credit: The Chinese
will be assessed for creditworthiness under a
consumer finance joint venture launched by Orix,
the Japanese leasing company. Page 21Fujitsu joins ventures: Fujitsu, the Japanese
computer and telecommunications company,
and Hyundai Electronics, part of the South Korean
Hyundai Business Group, have agreed to collaborate
in the manufacture of semiconductor memory
chips. Page 6Roche profits grow: Roche, which has just
surpassed Merck of the US to become the world's
most highly valued pharmaceutical group, reported
an 11 per cent rise in sales in the first nine months
of the year to SF 10.7bn (\$7.1bn). Page 21Florida tourist stabbed: A Scottish tourist
needed 56 stitches after fighting off knife-wielding
muggers as he walked beside a beach in Fort
Lauderdale, Florida. He left hospital later.Croatian troops accused: Croatian
government troops shot or burned to death Serb
villagers and razed their communities in a well-
planned "scorched earth" incursion over a UN
ceasefire line last month, UN officials said in
Zagreb. Moslem split widens. Page 3Debt ratings downgraded: Standard & Poor's,
the US credit rating agency, has downgraded
the debt ratings of Dai-Ichi Kangyo Bank, the
most recent in a line of credit downgrades for
the big Japanese banks. Page 24Italian bankers arrested: Three prominent
bankers have been arrested on charges of fraudu-
lent bankruptcy relating to the 1991 collapse of
Federconsorzio, the powerful Italian agricultural
services group. Page 3Ex-BCCI men in court: Eleven former officers
of the Bank of Credit and Commerce International
are to appear in court in Abu Dhabi tomorrow
to face charges that include forgery, misman-
agement and fraud. Page 4Philips selling US chain: Philips, the Dutch
electronics group, will sell its 490 US video and
music retail stores to Blockbuster, the US video
rental and retail group, for \$150m. Page 22

■ STOCK MARKET INDICES

■ US LUNCHTIME RATES

■ LONDON MONEY

■ STERLING

■ DOLLAR

■ LONDON MONEY

■ STERLING

■ LONDON MONEY

■ DOLLAR

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Austin Peel in Bonn

NEGOTIATIONS to reschedule western commercial debts in Frankfurt yesterday, as a top Russian minister reiterated that he would see his "generous terms," were preliminary talks opened yesterday, led by Mr Andrei Filov, the first deputy minister on the Moscow side, a statement was issued in Moscow today, saying Russia could not afford the due to both commercial and official creditors at year.

Mr Alexander Shokhin, deputy prime minister in charge of relations with international institutions, said the government was "calling its official and commercial creditors to consider other restructuring schemes acceptable to Russia." Mr Shokhin, who is due a reshuffle today to head a Russian team, said Moscow could only afford to pay 12.5% of debt servicing in 1994.

The Russian government is divided on the issue, some ministers favouring a write-down, but others now swing behind Mr Boryodov, fearing that believe Russia can no longer manage its service debts indefinitely.

The Russian delegation

met to meet a group of German bankers who believe Russia has probably more foreign exchange than the 500m reserves cited by economists such as Mr Gerhard Krupp, the Deutsche Bank director in charge of Europe's recently restructured Russian bank, up to 100 billion dollars.

Deutsche Bank, which has been instrumental in the restructuring of the Russian economy, has recently agreed to take over the debts of the state-owned bank, the Vnesheconombank.

The European Central Bank

and the International Monetary Fund have also agreed to extend the restructuring of the Russian economy.

Yet to be decided is an arrangement with the World Bank group of the Russian trade group, which is due to meet in Moscow next week.

What is clear is that the

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NEWS: INTERNATIONAL

Beijing hits at Patten over HK speech

By Tony Walker in Beijing

CHINA yesterday expressed its "regret" over a speech on Wednesday by Hong Kong Governor Chris Patten in which he warned that decisions on arrangements for pending elections would have to be taken in weeks not months.

Mr Wu Jianmin, Foreign Ministry spokesman, said there still remained a "large gap" between China and Britain on the issue, but his remarks were low-key. "We hope that the

British side will take a truly constructive attitude towards the talks so as to narrow the gap as early as possible, and make the talks a success."

Mr Patten, who wants to extend the franchise for local elections in 1994 and for elections to the Legislative Council (Legco) in 1995, told Legco on Wednesday that "we now have only weeks rather than months" to conclude arrangements.

China is bitterly opposed to Mr Patten's proposals, arguing that they

contradict understandings reached in negotiations during the 1980s on the future of the colony, which reverts to Chinese rule in 1997. The 1994 and 1995 elections are the last that will be held before the handover.

Beijing and London have conducted 12 rounds of talks on the future of Hong Kong in an effort to resolve differences over Mr Patten's proposals, but have made little progress. Talks are due to resume in the Chinese capital early next week.

"The Chinese side is of the view the current talks are aimed at a smooth transition in Hong Kong's political system," Mr Wu said. "A bilateral agreement on the 1994-95 election arrangements is the necessary condition for a 'smooth train'."

This latter reference is to arrangements that would help Hong Kong through the difficult transitional period when London yields control to Beijing.

Legislators elected for four years in 1995 would continue to hold office

after the Chinese takeover, hence Beijing's extreme sensitivity over the possibility that an extended franchise might yield more militant representatives.

Referring to agreements between Beijing and the UK, including the Joint Declaration on the colony's future, initialled in 1984, and the Basic Law of 1990, Mr Wu said that the "essence" of the current dispute was not over whether there should be democracy, but "whether one should honour his word".

Fresh setbacks for Australian budget plans

By Nikki Taft in Sydney

THE Australian government last night suffered a further setback when two of the revenue-raising measures in its proposed budget were voted down by the Senate.

The first measure to be defeated was a proposed increase in wholesale sales tax on wine from 20 per cent to 31 per cent. This has been strongly denounced by both the opposition coalition and by the minority parties (the Democrats and the Green party) which hold the balance of power in the Senate.

The loss of this increased tax revenue would affect the government's revenue calculations for the current tax year, but by a relatively small amount of A\$70m (£30m).

The Senate subsequently approved one round of wholesale sales tax increases, but then voted down a proposed second round, due to come into effect in July 1995. The second round of tax increases was rejected by the opposition and the Greens, leaving the crucial vote with the Tasmanian independent senator, Mr Brian Harradine. He finally voted against the increase.

Although the outcome of the Senate voting was largely as predicted, it is still unclear

where this leaves the government's finance proposals. Earlier in the day Mr John Dawkins, the treasurer, had insisted that the government would implement the income tax cuts proposed in its budget only when the revenue-raising measures had been passed by the Senate. "This is a package, and it will remain a package as far as the government is concerned," he said.

Mr Dawkins' latest affirmation of the government's determination to link revenue-raising and tax-cutting measures could mean the personal income tax reductions, due to come into effect next month, will be delayed. Should this happen, Mr Dawkins claimed, the opposition could be held responsible.

There was, however, one brighter piece of news for the government yesterday. The nation's unemployment rate fell from 11.1 per cent in August to 10.9 per cent last month, according to the latest seasonally adjusted data. The Bureau of Statistics said 45,100 people found work during the month, although most of the jobs created were for part-time work, and full-time employment rose only slightly. The drop in the unemployment rate was largely in line with analysts' forecasts.

BUSINESSES FOR SALE

REPEAT INVITATION TO TENDER FOR THE HIGHEST BID for the Purchase of the Assets of "SPINNING & WEAVING MILLS DEM. LEVENTAKIS S.A." of Athens, Greece

"ETHNIKI KEPHALOUE S.A. Administration of Assets and Liabilities" of 1, Skouliou Street, Athens, Greece, in its capacity as Liquidator of "SPINNING & WEAVING MILLS DEM. LEVENTAKIS S.A." a company having its registered office in Athens, Greece [the "Company"], which is presently under the status of special liquidation according to the provisions of article 46a of Law 1892/1990 [as supplemented by article 14 of Law 2000/1991].

ANNOUNCES a call for tenders

for the highest bid by submission of sealed binding offers for the purchase by public auction [the "Auction"] of the assets of the Company, as a single whole.

BRIEF INFORMATION:

The Company was established in 1930 and was incorporated as an S.A. in 1973. Its activity included manufacturing of yarns and fabrics (made of cotton and blends) cotton blankets and towels, dyeing and finishing of fabrics. In 1984, the company went bankrupt and following a bankruptcy settlement, it was re-instated in 1986 by the Athens First Instance Court's decision No. 15937/1986, and was since at the liquidation. No personnel is currently employed. The Company's Assets include: (1) An Industrial Complex at the 12th km of the Athens-Lamia National Road (Metamorphosis-Antikis) consisting of Basement of a total area of 11,100 m² and total volume of 33,750 m³, Ground Floor of a total area of 11,100 m² and total volume of 49,950 m³ and First Floor of a total area of 6200 m² and total volume of 27,900 m³ approx., as well as an adjoining building of a total area of 500 m². Above buildings are built on land of an initially total area of 18,665 m² approx., which, minus the expropriated land, are presently 15,442 m² approx. Relative data on the expropriation are included in the offering memorandum.

(2) mechanical equipment consisting of Spinning and Weaving Units, Dyeing and Finishing Units, (3) various other assets such as technical installations, office equipment, trade marks etc and (4) various other lots of land situated in Kifissia area (Metamorphosis) of a total area of 17,500 m² approx.

OFFERING MEMORANDUM - FURTHER INFORMATION:

Interested parties may obtain an Offering Memorandum in respect of the Company and the assets thereof and any further information upon execution of a confidentiality agreement.

TERMS AND CONDITIONS OF THE AUCTION

1. The Auction shall take place in accordance with the provision of article 46a of Law 1892/1990, the terms and conditions set forth herein and the "Terms and Conditions of Sale" contained in the Offering Memorandum. Such provisions and other terms and conditions shall apply irrespective of whether they are mentioned herein or not. Submission of binding offers shall mean acceptance of such provisions and other terms and conditions. Submission of offers in favour of third parties to be appointed at a later stage shall be accepted under the condition that express mention is made in this respect upon the submission and that the offeror shall give a personal guarantee in favour of such third party.
2. Binding Offers: For the participation in the Auction interested parties are hereby invited to submit binding offers, not later than the 2nd of November 1993, 11:00 hours, to the office of the Athens Notary Public Mr. Evangelos Drakopoulos, 19, Voukourestiou Str. Athens Greece.
3. Submissions: Binding offers together with the Letters of Guarantee shall be submitted in sealed envelopes. Submissions shall be made in person or through a duly authorized agent.
4. Envelopes containing the binding offers shall be unsealed by the above mentioned Notary Public in his office, on the 2nd of November 1993, 14:00 hours. Any party having duly submitted a binding offer shall be entitled to attend and sign the deed attesting the unsealing of the binding offers.
5. As highest bidder shall be considered the participant whose offer will be judged, by the 51% of the Company's creditors (the "Creditors"), in their absolute discretion, upon suggestion of the liquidator, to be in the best interests of all of the creditors of the Company. Mention is made that for the purposes of evaluating an offer proposed to be paid in instalments, the present value thereof shall be taken into account, which shall be calculated on the basis of a discount interest at an annual rate of 22% compounded yearly.
6. The liquidator shall give written notice to the highest bidder to appear on the date and place mentioned therein and execute the contract of sale in accordance with the terms contained in his binding offer and/or any other improved terms, which may be suggested by the Creditors and agreed upon. Adjudication shall be deemed to take effect upon execution of the contract of sale.
7. All costs and expenses of any nature in respect of the participation and the transfer of the assets offered hereby for sale shall be exclusively borne by the participants and the purchaser respectively.
8. The liquidator and the Creditors shall have no liability nor obligation whatsoever towards the participants in relation to the evaluation of the offers or the appointment of the highest bidder or any decision to repeat or cancel the Auction or any decision whatsoever in connection with the proceedings and the making of the Auction. Neither the Liquidator nor the Notary Public shall have any liability for any legal or actual defects of the assets. Submission of binding offers shall not be deemed to constitute any right for the adjudication nor the participants shall acquire any right, power or claim from this invitation and/or their participation in the Auction against the Liquidator and/or the Creditors for any reason whatsoever.
9. This invitation has been drafted in Greek and translated in English in any event the Greek version shall prevail.
10. FOR OBTAINING THE OFFERING MEMORANDUM AND FOR ANY FURTHER INFORMATION PLEASE APPLY TO THE LIQUIDATOR'S ATTORNEY IN ATHENS: MR ANTHONY MARKEZINIS AT 25, AKADEMIAS STR. ATHENS 106 71, GREECE, TEL: +30-1-36 15 594, FAX: +30-1-36 25 750.



Mike Moore, Labour party leader: preferred prime minister in two polls with about 20 per cent support

Sihanouk press ban prompts fears on rights

Iain Simpson on reporting restrictions in Cambodia

IN THE first sign of possible restrictions on constitutional rights in post-election Cambodia, the new government has warned journalists working in the country that they should refrain from criticising the newly enthroned King Norodom Sihanouk.

At a press conference Mr Ek Sereyouth, the deputy information minister, pointed out that foreign journalists have often written critical comments about Prince Sihanouk (as he was until two weeks ago) and said it would be "against our custom to criticise" the king.

The country's new constitution, which was promulgated by King Sihanouk two weeks ago, enshrines freedom of the press, together with freedom of expression and freedom of association. However, diplomats and other foreign residents say they are concerned that the bar on criticism of the king could lead to other restrictions on these constitutional rights.

King Sihanouk's past record of close involvement in Cambodian politics suggests that any full account of political developments in the country would have to reflect his role. Under the new constitution, the king "reigns but does not govern".

King Sihanouk has had a testy relationship with the media since the first time he ruled Cambodia as king during the 1950s. Then, and later when he abdicated to become the civilian head of state, he kept a black list of journalists who were banned from the country and refused to give interviews to any but his supporters.

In recent years, as head of a resistance coalition and then as head of state under the United Nations mandate in Cambodia, he has often responded in detail to what he perceived to be negative reports about him in the local and foreign press.

Special interest groups and a coalition of Cambodian non-government organisations protested strongly but their views were still not heard by the committee. Now, they point out that the government's commitment to dialogue carries limited weight given the way in which the constitution was written and the unwillingness of members of parliament to listen to the views of the people who elected them.

The government insists it does not intend to widen the ban on criticism of the king to cover ministers or other members of the administration. However, there is already concern that there could be a return to the official and unofficial censorship of the past.

About 1,000 Cambodian students took to the streets of Phnom Penh yesterday in a peaceful protest against compulsory French language classes at their technical institute. Reuter reports from Phnom Penh.

It was the first mass demonstration seen in the capital since government police and army units bloodily suppressed an anti-corruption protest in December 1991.

The students were angry that French-promised educational assistance to their school was linked to their having to learn the language of their former colonial masters.

Earlier this year King Norodom Sihanouk had pledged that his country, a French colony until 1955, would become a member of the French-speaking community of nations. Many younger Cambodians would prefer to learn English.

to criticise the main political players, including King Sihanouk.

Now that Untac's mandate has come to an end and most UN personnel have left the country, the local media are again exposed to a possible renewal of the bullying and threats of the past. Until the Untac-sponsored election in May, Cambodia was a one-party state and there was no real independence in the media. The one outspoken editor was thrown into jail and his newspaper closed.

One optimistic note in the new environment is that Mr Khieu Kanharith, the editor who was jailed for his independent views, is now the minister for information. Many fear, however, that he may be replaced by a tougher political rival.

The government says it is committed to openness and a free press but when the constitution was being drafted, there was no public consultation and no dialogue between the members of the drafting committee and the public.

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Ex-BCCI officers face court

By Robin Allen in Dubai

AFTER a two-year investigation by the Abu Dhabi government, 11 former officers of the Bank of Credit and Commerce International are to appear in court at a preliminary hearing in the emirate tomorrow to face charges that include forgery, mismanagement and fraud.

Of the 11, six are British passport holders, four are Pakistani and one is reported to be Canadian. They include former executives of Bank of Credit and Commerce (Emirates), a local bank in which BCCI had a 40 per cent shareholding and the management contract. BCCI has long since been renamed, restructured, and put under new management.

Two key figures from BCCI who are among the 12 facing charges will be conspicuously absent. Mr Agha Hassan Abedi, the founder and former president of BCCI, is an invalid in Pakistan with which the UAE has no extradition treaty, while Mr Ziauddin Ali Akbar has started serving a six-year sentence following his conviction in London on April 1992.

The hearing, and full trial later, could be open to the public though this will depend on a decision of the trial judge.

At Saturday's hearing the charges will be read out and counsel for the defence appointed from among several local lawyers.

The case would then normally be adjourned for two weeks while defence lawyers study the charges. But given its complexity, they could ask for more time, especially if they should seek access to more documents.

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The dispute disrupts recent multi-party unity on issues of economic policy such as the debt rescheduling agreement and an offer to Gatt to simplify and lower tariffs within the Uruguay round of trade talks. It

Rights abuses 'still continue in Burma'

By Victor Mallet in Bangkok

BURMA's military rulers continue to commit grave human rights abuses against the Burmese people, despite some recent improvements, a report by the human rights group Amnesty International says today.

More than 1,700 political prisoners have been released by the State Law and Order Restoration Council (Slorc) since April 1992. But many others are believed still to be languishing in jail either without trial or after unfair hearings, Amnesty says.

"Despite some positive steps taken by the Slorc, including the abolition of military tribunals, to respond to international criticism of its human rights record, the human rights situation in Myanmar (Burma) is still grim and needs urgent attention," Amnesty says.

Even those who have been

released are not secure. The Slorc uses the Military Intelligence Services to intimidate and harass real or imagined government critics after they have been freed, the human rights group says.

Amnesty also highlights the plight of members of ethnic minorities. They are routinely seized in their villages and fields by soldiers, accused of supporting guerrilla insurgents and beaten or forced to work as porters.

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S African petrol price likely to spark unrest

By Philip Gavith in Johannesburg

SOUTH AFRICA faces renewed economic conflict following the cabinet's unexpected decision to proceed with a petrol price increase in the face of widespread opposition.

The country's main trade unions and commuter taxi organisations have responded by announcing a programme of pickets and marches aimed at the government and oil companies. The Consumer Council, Automobile Association and the AHI, representing Afrikaner business interests, have also expressed disappointment at the cabinet's decision.

The dispute disrupts recent multi-party unity on issues of economic policy such as the debt rescheduling agreement and an offer to Gatt to simplify and lower tariffs within the Uruguay round of trade talks. It

will raise renewed questions among foreign investors about future economic policy in the country. There has been a considerable surge in investor interest in South Africa following the call two weeks ago by Mr Nelson Mandela, African National Congress president, for the ending of economic sanctions.

In an effort to defuse the opposition, the government agreed to refer the 4 per cent petrol price increase to the National Economic Forum (Nef), a tripartite body on which business, labour and government are represented. An Nef task-force had recommended this week that the price rise should be suspended for two months from mid-October to mid-December.

President FW de Klerk said the cabinet's decision was "economically justified" and rejected accusations he was merely trying to show that he was not a lame-duck president.

All three defendants have pleaded not guilty to the murder of Mr Hani, which plunged South Africa into one of its worst political crises since President FW de Klerk began dismantling apartheid in February 1990.

Evidence links Hani case trio

THE BLACK maid employed by two of the white right-wingers accused of murdering Mr Chris Hani, South African communist leader, gave evidence yesterday linking the two to the alleged killer, Reuter reports from Johannesburg.

Ms Elizabeth Motshwane told the Rand Supreme Court in Johannesburg that Polokwane-born Mr Janusz Walus, alleged to have killed Mr Hani with four shots on April 10, visited the home of Mr Clive and Mrs Gaye Derby-Lewis four days before the murder. "I saw Walus seated in the sitting room... he was holding a fire-arm in his right hand, pointing downwards," Ms Motshwane said, adding that Mr Walus had breakfast with her employers that day.

All three defendants have

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I reporting
Cambodia

Clinton to send 5,000-strong reinforcements but plans pull-out by April

More troops for Somalia

By Jurek Martin in Washington

US congressional leaders confirmed yesterday that President Bill Clinton plans to send more than 5,000 additional troops to Somalia, but to have ended the US military presence there by the end of next March.

The contingent, which would more than double the current US military presence, would be composed of about 1,700 infantry in Mogadishu and 3,600 Marines stationed offshore and available for rapid intervention.

Its mission would be more offensive than logistical and its firepower, it can be trained on the forces of General Mohammed Farah Aideed, the Somali factional leader.

Mr Dole was also exercised by the need for US military activities in Somalia to remain under US, not UN, control.

The president's ideas did not satisfy all those he invited to the White House. Senator Robert Byrd of West Virginia, the veteran Democrat, threatened to introduce legislation forcing a complete US troop withdrawal by the end of the year at the latest.

Compounding problems for the administration are post-mortems over why last weekend's raid on the forces of Gen Aideed went so badly wrong.

There were unconfirmed reports yesterday that last month General Colin Powell, just retired as chairman of the joint chiefs of staff, had requested additional fighting vehicles for the Somalia operation but had been turned down by Mr Lee Atwell, the secretary of defence.

It was announced yesterday that another serviceman had died from injuries suffered in last weekend's raid, bringing the death toll to 13. There were also reports that at least one more American had been killed in action in Mogadishu yesterday.

Mr Clinton had no immediate comment after a two-hour White House session with leaders of both parties in Congress yesterday over other participants as "spirited" and "divided".

Several participants reported that the president would



A US M1-A1 Abrams tank is loaded onto an aircraft in Hinesville, Georgia, for transport to Somalia.

US forces must run own show, say congressmen

By George Graham in Washington

THE mounting US death toll in Somalia has redoubled demands in Washington that the US assert control over operations involving its troops. Members of Congress rammed home the message to President Bill Clinton in a meeting at the White House yesterday morning that their limited tolerance for a continued US presence in Somalia would be greatly reduced if they could not be assured that US forces would remain under US command.

"My point was to ensure that this was an American plan and was going to be controlled by Americans," said Senator Bob Dole, Republican leader in the Senate, after the meeting.

US forces have in practice almost always remained under the ultimate command of a US officer. From General Dwight Eisenhower in the second world war, by way of Gen Douglas MacArthur and Gen Matthew Ridgway in Korea, to Gen Norman Schwarzkopf in the Gulf, the US has provided the commander-in-chief for a series of multinational operations.

It continues by tradition to appoint the Supreme Allied Commander in Europe (Saceur) or the North Atlantic Treaty Organisation.

It becomes more difficult to insist on US command of a particular operation, however, while at the same time seeking to minimise the size of the US commitment.

Caracas bombings linked to share price manipulation

By Joseph Maran in Caracas

VENUEZUELA'S police believe a small group of people placed at least one of a series of bombs that exploded in the capital city in recent months in an attempt to manipulate Caracas stock exchange prices, according to local press reports yesterday.

If the theory proves to be true, it would represent one of the most audacious cases of stock manipulation on record.

Mr Carlos Delgado Chapellín, minister of the interior, said people with "links to Venezuela's financial sector" were suspected of planting a car bomb that damaged a Caracas shopping centre on August 18.

The authorities also suspect that the group, reported to be made up of at least five civilians, two navy officers and a member of the state security police, were behind other bombings in a series which began in mid-July.

It was widely believed that the bombings were politically

motivated and aimed at destabilising the government. No one has admitted to them.

However, the police are now looking at the theory that the group planted at least one bomb to depress share prices on the already nervous Caracas exchange.

They then bought shares at low prices, and sold when they recovered. The authorities are said to believe the bombings may also have been used to manipulate the price of Venezuela's external debt bonds on international markets.

However, the police have not rejected the possibility that one or more of the bombings (especially a July 19 letter bomb blast at the High Court which injured an employee) were indeed carried out for political purposes.

The bombings came at a time of social and political unrest in Venezuela. The country weathered two attempted coups last year and has been in a state of political turmoil for over two years.

Nobel prize for Toni Morrison

By Hugh Carnegy in Stockholm

TONI MORRISON, the American novelist, yesterday became the first African-American and only the eighth woman to win the Nobel prize for literature.

The Swedish Academy of Sciences, which since 1901 has awarded the annual prizes bequeathed by industrialist Alfred Nobel, said Ms Morrison's work, mainly concerned with racism in the US, depicted the lives of "blacks as the people they are".

Through novels "characterised by visionary force and poetic import [she] gives life to an essential aspect of American reality", the academy

said. Ms Morrison, professor of humanities at Princeton, was a surprise choice because the prize had gone to writers in English in the previous two years. The West Indian poet Derek Walcott won last year, preceded by Nadine Gordimer, the South African novelist.

Ms Morrison, 62, is the 10th American to win the prestigious prize, worth SKr6.7m (£553,000). In a statement issued by her US publishers, she said: "I am undeniably happy. I, of course, am profoundly honoured. The most wonderful thing for me personally is to know that the prize has at last been awarded to an African-American."

A teacher of literature, Ms Morrison has written six nov-

els and a number of essays in which the themes of racism, slavery and segregation are often conveyed in violent images. Her novel *Beloved*, published in 1987, won a Pulitzer prize. The Nobel judges said Ms Morrison, born Chloe Anthony Wofford in Lorain, Ohio, strove for free language from "the fetters of race".

Her work had its roots in the work of William Faulkner – a Nobel laureate in 1949 – and other writers from the American south. It was "unusually finely wrought and cohesive, yet at the same time rich in variation." They described her 1992 book *Jazz* as richly complex, which sensitively conveyed characters and moods.



Toni Morrison: eighth woman to take prize

States bring forward primary dates

By Jurek Martin

THE US presidential party primaries of 1996 promise to be less of a marathon as a result of action taken recently by several states bringing forward election dates.

This week Governor Pete Wilson of California signed into law a bill setting the last Tuesday in March, rather than the first in June, as primary day. Last week Governor George Voinovich of Ohio did the same with a bill that would have his state vote on the third Tuesday in March, the same as Michigan and Illinois, rather than in mid-May. Wisconsin and Pennsylvania may follow suit.

March now looms as a pivotal month, with in effect three regional primaries – the south at the start of the month, the Midwest around the middle and California, the biggest state, in the west at the end.

Mr Voinovich pointed out that presidential candidates make primaries in primaries which may be redeemed if they get elected. "Why should they spend all their time in New Hampshire and Iowa [which hold the first primaries and caucuses], when they're peapods in terms of electoral clout and population?"

States with late primaries have indeed felt left out. California has not held a truly decisive primary since 1972.

Experts are divided on the impact of shortening and front-loading the primary season. It may help the well-organised and well-financed, especially an incumbent. President George Bush, for example, would not have been as embarrassed for so long by the sniping attacks of Mr Patrick Buchanan, his right-wing challenger. But an unpopular front-runner or incumbent could get knocked out very early.

Regional candidates from the south, like Messrs Carter and Clinton, will probably have less time to establish themselves nationally. But western hopefuls at least get an earlier crack at the biggest state of all, itself prone to populist appeals.



NEWS: WORLD TRADE

EC in Japanese market protest

By Michiyo Nakamoto in Tokyo

The EC has criticised Japan for dragging its feet on market access measures and warned that, unless there was stronger commitment from Japan, the Uruguay Round negotiations were in danger of not being concluded in time.

Mr Alexander Schaub, deputy director-general in charge of industry at the EC, said that in a meeting with officials from the Japanese Ministry of International Trade and Industry, the EC made it clear that Japan would need to make a greater effort to help the Uruguay Round towards a successful conclusion.

Japan has not shown determination to push forward discussions on market access for textiles or on the multilateral steel agreement (MSA). Both are part of a market access package agreed at the quadri-lateral trade talks between the US, Canada, Japan and the EC in Tokyo this summer, which it is hoped will propel the wider Uruguay Round talks to a successful conclusion.

Meanwhile, the EC is also pursuing its own independent trade talks which were agreed with Japan last January. The Trade Assessment Mechanism, as the talks are known, is aimed at identifying sectors in which EC companies have been successful internationally but have shown a "striking underperformance" in Japan. Once the sectors are identified, the two sides will analyse the reasons behind that under-performance.

EC and Japanese officials were, however, in closer agreement on the need for an anti-harassment clause, in light of recent activity by the US steel industry.

"If there is anything like harassment, it is the way in which the American industry has launched dozens and dozens of complaints and created a climate of permanent threat," Mr Schaub said. "This is the kind of proceeding we would like to avoid. It is not about taking away legitimate instruments of trade but about limiting the risks of abuse."

Mondale presses Tokyo on rice

By William Dawkins in Tokyo

THE US yesterday increased pressure on Japan to reduce its trade surplus, in the week before a fresh round of trade talks.

There was "fundamental agreement on foreign policy and security issues" between the US and Japan, "yet it is urgent that we correct the economic imbalance between us," said Mr Walter Mondale, US ambassador to Japan.

Mr Mondale also urged Tokyo to remove its traditional ban on imported rice and allow foreign rice sales subject to import duties. Japan should accept a proposal in Gatt's Uruguay Round to replace the non-tariff barrier to agricultural trade with tariffs; this would be "good for Japanese farmers and consumers", said Mr Mondale.

The first round of talks in Hawaii last month, to implement the framework trade and economic accord struck last July, in which Japan has undertaken to try to curb its record trade surplus, was only a preliminary. "Serious negotiations" would begin in Tokyo next week when both sides meet again, said Mr Mondale, speaking at his first press conference since taking the Tokyo post in August.

This comes as Japanese politicians are beginning to show flexibility on rice imports, which already happen in small amounts but are regarded as taboo. Mr Morihiro Hosokawa, recently elected premier, still benefits from record popularity ratings, and has hinted that Japan should consider lifting the ban. The question has been given fresh relevance by a bad harvest, obliging the government to allow 200,000 tonnes of emergency imports of industrial grade rice, the first for nine years.

But for the time being, the Tokyo government is officially abiding by a unanimous parliamentary resolution against foreign rice and feels under no pressure to discuss rice in Gatt until the EC and Japan resolve their own differences on farm trade.

WITHIN a month of his arrival in July as head of the General Agreement on Tariffs and Trade, Mr Peter Sutherland put the world trade body on a virtual war footing. With what is now generally agreed to be the final deadline for the Uruguay Round of trade liberalisation just 10 weeks away, he is leaving nothing to chance in his quest for a Uruguay Round deal.

A collapse of the negotiations would not mean a continuation of the status quo but a disintegration of the present system of trading rules and an upsurge in trade conflicts and protectionism, with dangerous consequences for economic and political reform in the developing world and eastern Europe.

Mr Sutherland's central message to world leaders is thus that the Uruguay Round is not an "optional extra" but "arguably the most important and urgent issue on the world agenda today".

"It's a softening-up period designed to get people desperate for a deal," says one insider. "We're trying to create a climate for negotiation that will ensure the flexibility needed to conclude the round successfully."

So far this campaign has had two principal dimensions - an unprecedented effort to spread the word through the news media and a grueling personal travel schedule for Mr Sutherland. By the end of October, he will have met ministers and sometimes heads of government in virtually every important trading nation.

He has already met ministers from most leading industrial countries and Latin American countries, visited Chancellor Helmut Kohl of Germany and Mr Edouard Balladur, the French prime minister, to discuss the critical issue of farm trade reform. He has also been in regular contact with Sir Leon Brittan, the EC's trade commissioner, and Mr Mickey Kantor, US trade representative.

This weekend he will be in

Hawaii to meet ministers from most leading industrial countries and Latin American countries, visited Chancellor Helmut Kohl of Germany and Mr Edouard Balladur, the French prime minister, to discuss the critical issue of farm trade reform. He has also been in regular contact with Sir Leon Brittan, the EC's trade commissioner, and Mr Mickey Kantor, US trade representative.

In the next, even more difficult stage of his overall strategy, Mr Sutherland will be hoping to translate the political desire for a Uruguay Round agreement into the concessions necessary to secure it.

He has already warned the US and EC that the onus is on them to make the Round a success. But he is urging all governments to be more forthcoming in the critical negotiations under way in Geneva on

improving market access for foreign goods and services, and has called for restraint in trying to open up the draft accords on fair trade rules compiled in 1991 by Mr Arthur Dunkel, his predecessor.

For the moment, the main priority is to get a wide-ranging package of tariff cuts and other market-opening measures that will give the 116 participants tangible benefits from the Round. This, it is hoped, will pave the way for difficult

concessions on the rules, including the "multilateralisation" of the troubled US/EC Blair House accord on farm subsidies.

Mr Sutherland concedes there is still a "substantial risk" the talks could founder. If so, it will not be due to lack of effort on his part. He and fellow lawyers Mr Kantor and Sir Leon have the ability to reach a deal, says one seasoned Gatt-watcher. "If these guys can't do it, nobody can".

Malaysia, for example, appears to have sharply reduced the number of product categories it is submitting to the Aita tariff cuts, partly because it has dropped processed agricultural products for the time being and partly because of bureaucratic changes to the way products are consolidated into different tariff categories.

Previously, Malaysia has warned other Asian countries not to take advantage of what it calls "Malaysia's generosity".

General in the war for free trade

Frances Williams on Gatt chief who leaves nothing to chance in his quest for a Uruguay Round deal



Sutherland: son of Gatt goes forth to war

Move to relaunch Asian trade zone

By Victor Mallet in Bangkok

SOUTH-EAST Asian governments have announced plans to relaunch the ASEAN Free Trade Area (AFTA) after a year of haggling during which they have made little headway in reducing tariffs.

Ministers from the six members of ASEAN - the Association of South-East Asian Nations, comprising Brunei, Indonesia, Malaysia, the Philippines, Singapore and Thailand - are meeting in Singapore this week to discuss regional and international trade matters.

ASEAN announced in Singapore that member states would start implementing tariff cuts for intra-ASEAN trade from January 1, 1994, to show the private sector that the six countries were serious about moving towards AFTA.

Officials said that a timetable would be issued in November.

The original plan agreed in 1992 was to begin reducing tariffs at the start of this year to create a free trade area in 15 years, but the agreement did not tie the signatures to a precise timetable. Most governments, under pressure from uncompetitive national industries protected by high tariffs, delayed the cuts and announced long lists of products they were excluding from the scheme.

ASEAN said there had now been "improvements to the commitments of member countries", although ASEAN's own figures show little change for the better.

Malaysia, for example, appears to have sharply reduced the number of product categories it is submitting to the AFTA tariff cuts, partly because it has dropped processed agricultural products for the time being and partly because of bureaucratic changes to the way products are consolidated into different tariff categories.

Previously, Malaysia has warned other Asian countries not to take advantage of what it calls "Malaysia's generosity".

Fujitsu and Hyundai in D-Ram chip venture

By Michiyo Nakamoto

FUJITSU, the Japanese computer and telecommunications company, and Hyundai Electronics, part of the South Korean Hyundai Business Group, have agreed to collaborate in the manufacture of semiconductor memory chips.

Fujitsu said they would work on 4-megabit and 16-megabit dynamic

random access memory (D-Ram) chips.

The move reflects the changing order in the memory market, where Japanese semiconductor makers once held pre-dominance. Last year, Samsung, another Korean company, overtook Toshiba of Japan as the world's largest manufacturer of D-Rams.

The move to next-generation D-Rams involves huge investments which Japa-

nese companies, under pressure both at home and abroad, cannot afford to make. As a result, Korean semiconductor makers have led in the race to invest in 16-megabit D-Rams and those unable to do so have set up alliances which often span national borders.

"It's a good move for Fujitsu because it can't really afford to spend so much money on D-Rams," commented Mr

Phua Lee-Kerk, analyst at Barings Securities. Mr Phua said that in the long run D-Ram makers could be reduced to five: NEC and Toshiba from Japan, Samsung and Goldstar from Korea, and Texas Instruments of the US.

Fujitsu and Hyundai also agreed to explore the potential for collaboration in developing future generations of D-Rams.

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Move to relaunch Asian trade zone

By Victor Mallet in Bangkok

SOUTH-EAST Asian governments have announced plans to relaunch the Asia Free Trade Area (Afta) after a year of haggling during which they may have made little headway in reducing tariffs.

Ministers from the six members of Asean—the Association of South East Asian Nations, comprising Brunei, Indonesia, Malaysia, the Philippines, Singapore and Thailand—are meeting in Singapore this week to discuss regional and international trade issues.

Asean announced in September that member states were starting to implement a tariff-free intra-Asean trade from January 1 1994, to show the private sector that the six countries were serious about moving towards Afta.

Officials said that a timetable would be issued by the end of the year.

The original plan agreed in 1982 was to begin reducing tariffs at the start of the year to create a free trade area in five years, but the agreement did not set the milestones to achieve timetables. Most governments, under pressure from uncompetitive national industries protected by high tariffs, delayed the start of the scheme.

Asean said there had been "misunderstandings in a communication between the US and the European Commission".

Malaysia's foreign minister appears to have said they reduced the number of tariff categories in the agreement, the Afta document says, because "we thought it was better".

Malaysian officials deny this.

They say the changes are now being reviewed.

Malaysian officials say they are not yet sure what will happen.

Thatcher role alleged in Iraq exports affair

By Jimmy Burns

BARONESS THATCHER was placed at the centre of the arms-for-Iraq affair yesterday when the Scott inquiry revealed evidence for the first time that as prime minister she appeared to have approved the export of British machine tools used to build up the Iraqi military capability.

A memorandum written by a senior Whitehall official to Lord Trefgarne, minister for defence procurement, in December 1988 reported that the government had approved

the export of 50 lathes which intelligence had indicated were to be used for making shells and missiles.

"The prime minister agreed that in order to protect the intelligence source the licences already granted should not be revoked," said the memorandum, which was written by Mr Alan Barrett, a Ministry of Defence official who was responsible for vetting export licences to Iraq states.

The Scott inquiry obtained the document from the Ministry of Defence, which together with the rest of Whitehall and

ministers has been told by Mr John Major, the prime minister, to co-operate fully.

Lord Justice Scott's office said last night that the involvement of Lady Thatcher had not been mentioned in any of the documents provided by her advisers or Downing Street. Lady Thatcher, Mr Barrett and Lord Trefgarne are to be pressed to explain.

It also emerged that the document was not made available by Whitehall during the trial last year of three executives of Matrix-Churchill, the Midlands based machine-tools company

whose exports are the subject of the memorandum.

The three executives, one of whom, Mr Paul Henderson, had worked for British intelligence, were charged with breaching export controls.

Their defence argued that they had done so with the full knowledge of the government. The trial collapsed following an admission by the Customs and Excise Department that the case against them could not be sustained.

Mr Kevin Robinson, solicitor for Mr Henderson, said last night: "I cannot understand

why the document was not disclosed at the trial. It may be that the reference to the prime minister was one of the reasons. It wasn't disclosed because it might have been thought unduly sensitive or embarrassing."

Mr Henderson described the apparent withholding of the document from his trial as "disgraceful". He said that in February 1989 his company had exported a further batch of machine tools for munitions. A third batch was approved just before the invasion of Kuwait following problems of financing arranged by the Atlanta branch of the Banca Nazionale del Lavoro. All the exports had government approval.

Extracts from the document were read out at the inquiry yesterday during the questioning of Mr Ian McDonald, who was Mr Barrett's immediate superior at the MoD at the time. Mr McDonald expressed what he called "honest puzzlement" at the reference to Lady Thatcher, after saying that he had approved the memorandum. "I cannot think that the prime minister was involved," he said.

Britain in brief

Canary Wharf challenge

The High Court hearing of Ogilvy & Mather's legal challenge to the proposed refinancing package for Canary Wharf was adjourned yesterday until October 18th. The advertising agency is claiming the package does not secure its long-term interests.

VAT threat to bus routes

The imposition of value added tax on bus fares could put many operators out of business and lead to 15,000 job losses in the industry, the Bus and Coach Council warned.

The council, representing operators and manufacturers with a combined annual turnover of £4bn, said such a move in next month's Budget would drive passengers off bus services and force operators to raise fares by more than 30 per cent to maintain their profit margins.

Industry executives yesterday told Mr Roger Freeman, the transport minister, that increased taxation would make services operated by many companies unviable and leave no room for investment in new models.

New Cornish dictionary

The first new Cornish language dictionary for nearly 40 years was launched today. It was researched and edited by Dr Ken George, an ocean sciences lecturer at the University of Plymouth.

The main version contains 9,000 words, with two-way Cornish/English and shorter pocket versions to follow.

The Celtic Language Board is publishing the dictionary, which has an initial print run of 500, with the help of a £16,700 grant from the European Community.

The Cornish language, which is thought to have originated around 600 AD, and died out in the 1700s, is enjoying a revival and is taught in seven schools in the south-western county as an extra-curricular subject.

The Celtic languages, Welsh, Gaelic, Irish, Cornish, Manx and Breton, are among the oldest in Europe.



No kiss this year for the Baroness

By Roland Rudd

SHE had come to see her friends and support the prime minister. That at least is what her press secretary said.

Baroness Thatcher yesterday decided that actions speak louder than words as she arrived to a slightly less ecstatic welcome from the rank and file inside the Empress Ballroom.

Her presence on the platform of the Conservatives' annual conference, alongside many of the senior ministers she purportedly castigated in her memoirs, the official serialisation of which begins this weekend, was designed to underline her approval for Mr John Major.

But on Day Three of the con-

ference all most people wanted to talk about was what she really thought of her successor. The extracts in the Daily Mirror newspaper, widely believed, indicated just what a poor opinion she has of him. Mr Major appeared to return to the compliment when he broke with recent tradition by declining to kiss her when he joined the platform for the debate on the environment.

At just over two minutes Lady Thatcher's standing ovation was 20 seconds longer than the one given to Mr Major. But just over half the audience got on their feet for the whole two minutes. Sir Edward Heath, the former prime minister, appeared scrupulously fair by standing for both but refusing to clap anyone.

There was no shortage of cabinet ministers trying to put the explosive issue of Lady Thatcher's memoirs behind them. Mrs Virginia Bottomley, health secretary, said the matter was "history". Mr Peter Lilley, social security secretary, said Lady Thatcher was "livid with rage" at the Daily Mirror.

Other representatives of the parliamentary party were more outspoken in their anger at what they perceived to be Lady Thatcher's hijacking of the party conference. "It's a disgraceful lack of self-discipline" said Mr Graham Riddick. Another opined: "She should know better than most that we could do without being in the shadow of nanny, or grannie as she now likes to call herself."

Her close friends appeared to hark back to a golden age which Mr Major now says never was. Mr Edward Leigh, the former rightwing trade minister sacked by Mr Major, said it was ludicrous to blame Lady Thatcher for stealing Mr Major's thunder.

Mr Norman Fowler, the Conservative party chairman, had hoped to appease the Lady's friends by publicly declaring that he wore the badge of both Thatcherism and Majorism with pride.

Sir Tim Bell, who used to advise Lady Thatcher on her public relations, appeared bemused by the fuss. He professed surprise that anyone could have failed to see that the conference spotlight would fall on Lady Thatcher. "What on earth did you expect?"



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NEWS: UK

Irish PM sees hope for 'lasting peace process'

By Tim Coone in Dublin

THE GOVERNMENT of the Irish Republic responded positively yesterday to the peace initiative of Mr John Hume, leader of Northern Ireland's Social Democratic and Labour party, and Mr Gerry Adams, the Sinn Féin leader.

The initiative, launched 11 days ago in Belfast, is aimed at ending the paramilitary violence in Northern Ireland.

Mr Hume spent almost two hours explaining the initiative to Mr Albert Reynolds, the Irish prime minister, and Mr Dick Spring, the foreign minister.

After the meeting Mr Reynolds said: "We have had a very good meeting. John Hume gave us a document setting out the broad principals, which all of us agree could be a just and a lasting peace process to be established and worked upon."

"We will evaluate what we have heard today with our colleagues in government and we will consider how, in our discussions with the British government, this can contribute to the building of a peace process."

Officials of the Irish government confirmed that the document was the report referred to

by Mr Hume and Mr Adams in their joint statement launching the peace initiative. The foreign ministry said: "We will certainly contemplate discussing it with the British government as part of a wider process leading to a settlement [on Northern Ireland]."

Mr Hume said: "I am very pleased with the meeting. I gave a very detailed briefing on a strategy for peace that I believe now exists and I am quite happy with the [government] response."

Neither he nor the Irish government is likely to be forthcoming with any further details of the peace initiative. Mr Hume appealed to the media for patience, saying: "The less speculation and more confidentiality the better."

A statement from the Irish government said: "In the interests of peace the need for confidentiality should be respected."

The UK's Northern Ireland Office did not wish to comment on the latest events in Dublin, but Mr Ken Maginnis, deputy leader of the Ulster Unionist party, was deeply suspicious of the secrecy surrounding the initiative.

But he also reaffirmed the effective right of Unionists - who want Northern Ireland to remain part of the UK - to veto any new constitutional arrangement for the province, as established in the 1985 Anglo-Irish treaty.

"Is it reasonable that we

should be expected to react

positively on the basis of some hypothetical document that in fact was probably cobbled together on the way back from John Hume's trip to America?" he asked.

"Personally I do not believe there is anything in it. John Hume is a failed political entity who is talking a mumble-jumbo of platitudes and clichés and Dublin is trying to rescue him."

"There are one million members of a Unionist majority [in Northern Ireland] and we are not to be allowed to hear what deal Mr Hume did with the IRA."

Neither he nor the Irish government is likely to be forthcoming with any further details of the peace initiative. Mr Hume appealed to the media for patience, saying: "The less speculation and more confidentiality the better."

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"Is it reasonable that we

should be expected to react



Long-distance call: technician John Simpson is pictured with 1,100 nautical miles of cable on board BT Marine's flagship C S Sovereign. The cable ship is en route for South Africa and is one of six ships installing and maintaining cables for British Telecommunications. Even in the age of the satellite 80 per cent of all calls still use cable

No complaints over £190 for 52-hour week

Alison Maitland on why everyone at Yewtree Farm still wants the Agricultural Wages Board

TRACTOR driver Norman Davidson works 52 hours a week, starting at 5am or 6.30am and knocking off at around 5pm. He is on duty for 12 consecutive days before having two days off.

Working with his boss and two colleagues at Yewtree dairy farm in the heart of Kent, south-east England, he does everything from milking the 180-strong herd to clearing slurry, mending fences and ploughing.

For this he takes home £190 a week. Yet Mr Davidson, who has worked on farms for 20 years, counts himself lucky.

Thanks to the Agricultural Wages Board, whose future is in jeopardy because of a government review, he lives rent-free in his cottage, which is "tied" to his job. He earns a

reasonable overtime rate, has at least three weeks paid holiday a year and is entitled to buy farm produce for his family at wholesale prices.

The board is the country's last remaining statutory body fixing minimum wages for low-paid workers. It is in the sights of Mrs Gillian Shepherd, agriculture minister, who steered legislation abolishing wages councils through parliament.

This time she faces opposition from an unlikely alliance of employers and the Transport and General Workers Union, whose agricultural branch speaks for the country's 240,000 farmworkers. The

board, whose powers stem from the 1948 Agricultural Wages Act, sets minimum pay for a 39-hour week for five grades of farmworker, starting at £138. It provides for sick pay, holidays, overtime rates and a rent ceiling of £150 a week for tied cottages.

Mr Davidson fears the loss of these benefits. "It would be every man for himself," he says. "It's not so much the money, it's the security. There would be a lot of discontent because you would have no basis for knowing what you're entitled to."

The National Farmers Union says that 85 per cent to 90 per

cent of its members support the board, and yesterday its council called for it to be kept in its present form.

Mr Davidson's boss, farmer David Prentice, says abolition would lead to higher wages for some skilled workers, particularly on livestock farms where they are needed round the clock. But isolated farmworkers with little clout could well see cuts in real income, while farmers could face strife on their doorstep.

"I don't want the aggravation of negotiations," he says. "I don't want to see the safety net of the wages board going."

Under pressure from both

sides of the industry, the government has extended the period of consultation until November. It says it is open-minded.

However, time is of the essence. The government has to denounce two International Labour Organisation conventions on minimum wages and paid holidays in agriculture if it wants to abolish the board, and it can do this only once every 10 years. The year-long period for deratifying ILO Convention 99 began this August, while that applying to Convention 101 begins next summer.

Ultimately it may be the clout of farmers that settles the issue. "As a general rule, farmers tend to get their own way," says Mr Prentice. "If the farmers' union puts in a good campaign, it will stay."

"We expect consumer demand to be high and we are worried that some women will not be able to get Norplant," said the FPA.

Implant birth control launched

By Clive Cookson, Science Editor

A CONTRACEPTIVE implant designed to prevent pregnancy for up to five years will be available in the UK from next week.

The introduction of Norplant was welcomed by the Family Planning Association as an important "extension of contraceptive choice for women".

The product was developed by Leiras, a contraceptive manufacturer in Finland, and the Population Council, a charity based in New York. They are licensing it for sale by various international drug companies.

Norplant consists of six small rubber tubes, each about the size of a matchstick, which are inserted (under local anaesthetic) beneath the skin of the upper arm.

They release levonorgestrel, a hormone used in contraceptive pills, at a steady rate into the bloodstream for as long as five years. If the woman wants to have a baby, the capsules are simply removed.

Dr Marilyn Walling, a family doctor and family planning instructor, said: "Norplant offers for the first time a method of contraception that is as effective as surgical sterilisation but is reversible within 24 hours." Its greatest advantage is that the woman does not have to remember to take a pill every day.

American Home Products, the US licensee, has sold Norplant to 750,000 women since its launch there two years ago. The UK is the first country in the EC to approve Norplant; the UK licensee is French-owned Rousset. Rousset will charge the National Health Service £179 for Norplant - significantly below the \$380 (£232) US price. Although Norplant will be less expensive over five years than taking the pill, the initial cost to the NHS will be much higher.

Mr Neil Shaw, the ALM chairman, said the ALM's committee had studied an independent report which showed Names would not be disadvantaged.

Some Names back corporate member plan for Lloyd's

By Richard Lapper

ONE OF the biggest organisations of Lloyd's Names - the individuals whose assets support the insurance market - is to recommend that its members vote in favour of the market's plans to admit corporate members. A members' decision is expected at an extraordinary general meeting this month.

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ies back member loyd's

aged by the entry of new corporate investors, the ALM and the LNAWP jointly, continue to expand the business. It is understood that the drivers, who have not been assured, are a leading firm of financial consultants.

"In their overall opinion the proposals will be beneficial to Lloyd's and all of its members and may even be necessary for the future prospects of the society," said the ALM.

Mr Shaw said that the ALM was "particularly" pleased since, according to Mr Peter Middleton, the chief executive of Lloyd's, that "names will be able to maintain their market position in the market of best reached in 1993."

Although it cannot yet be hard hit by losses of more than £10m in the first half of the year, many are now anxious to continue trading at the market's view of current and prospective profits.

Lloyd's has also been taking steps to take action to reduce losses. Mr Middleton said the ALM that it is "settling" reached arrangements "will be made for enhanced financial discipline and control."

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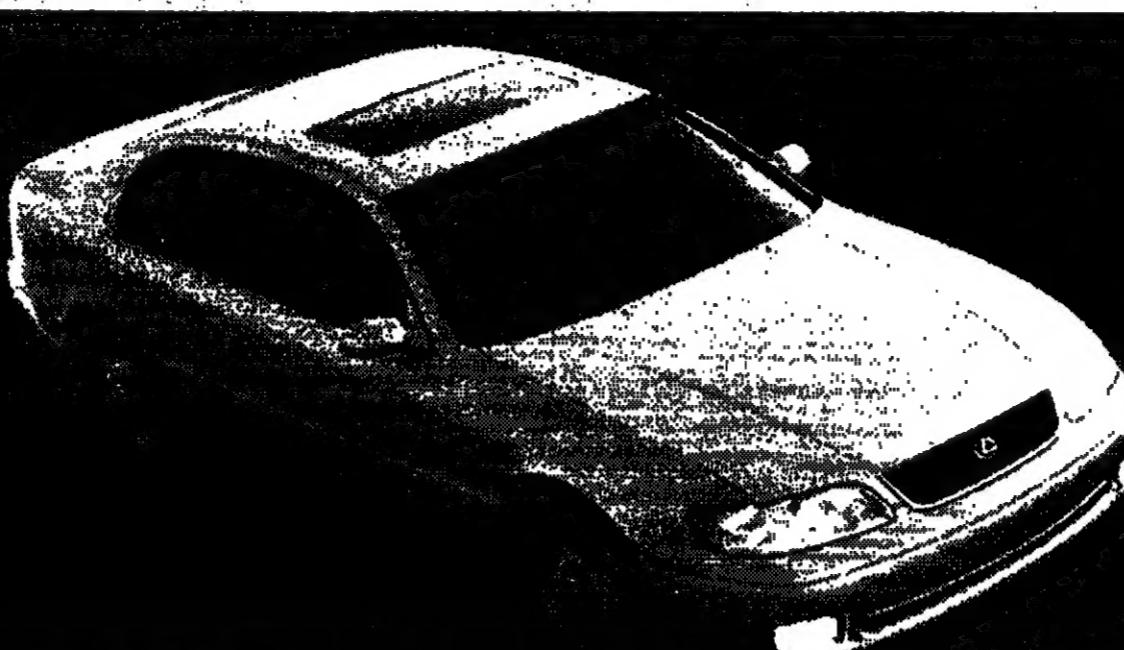
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THE PROPERTY MARKET

A mouth-watering cocktail of commercial property valuations – yields exceeding 9 per cent and capital values some 40 per cent below their 1989 peak – should have prompted institutional investors to snap up property at bargain prices 12 months ago.

But the cocktail proved unappealing. It was to be another year before institutional buyers would rediscover their taste for commercial property.

What went wrong? Most UK institutional investors believe that commercial property values still lag the main business cycle. This time differential, they add, can be beneficial to the industry: it gives institutions plenty of time to react after the economy has turned.

Institutions' willingness to watch the economy turn before making their own investment decisions is intimately linked to their rationale for buying property in the first place. Property provides a future stream of rental income, which is at least partially inflation-linked, via upward-only rent reviews.

Commercial property is therefore perceived by institutions as an attractive home for the funds of those investors which have inflation-linked liabilities such as pension funds.

Since inflation typically lags the business cycle by up to two years and is believed to drive property values, the commercial property market has come to be characterised as "late cycle" – one that lags the main business cycle.

The conventional wisdom of 'late cycle' does not stand up to scrutiny

The evidence comes from a comparison of the behaviour of commercial property values and real gross domestic product in the last three UK business cycles (1970-92) changes in commercial property values and real GDP have invariably coincided.

The property investor should, on this evidence, be treating the markets as an "early cycle" play – assessing his position and making investment decisions ahead of the general business cycle. Ignoring this "early cycle" factor would doom him to chasing prices up while a seller would be resigned to pursuing falling values.

As chart one shows, in a comparison of the absolute level of com-

mercial property prices and real GDP, commercial property prices in the last cycle peaked in the fourth quarter of 1989 while real GDP peaked before the peak in GDP.

Similar time-lags have been identified in the UK economy, which bottomed out in the second quarter of 1991. The difficulty for investors on both occasions was that their recognition of a turn in the economy would have lagged by two quarters – the extra time was needed by investors to assimilate and respond to final official figures on the economy as a whole.

Given that on average it takes a further six months to conclude a property transaction the investor would only have been in a position

to amend his investment portfolio in the middle of this year – some 18 months into the economy's tentative recovery.

Such time-lags provoke uncertainty and impede investments. What investors need, above all, is a reliable early warning signal that business activity and commercial property prices are on the turn.

The preferred early warning indicator is interest rates, which provide a reliable and sufficiently long lead indicator of business activity, primarily for three reasons:

- First, changes in interest rates will affect the real economy by altering individual consumption levels and the willingness of companies to invest. With a 12-18 month

lag, tenant demand for commercial property begins to respond to changes in aggregate expenditure in the economy.

- Second, a large number of property transactions are financed by bank borrowings and are therefore sensitive to interest-rate changes.

The volume of property transactions may be even more sensitive to the willingness of banks to make extra loans to the sector, given the extent of their bad property loans following the boom and bust of the late 1980s. The availability and cost of finance will have a greater impact over the short term than changes in rent levels (which are made every three to five years).

- Third, holding financial assets

incurs an opportunity cost – the interest forgone on cash deposits. When interest rates for deposits fall they enhance the relative attractiveness of yields on all other financial assets, including property. The same is true of long-term interest rates, for example, government bonds.

On this basis it should have been possible to spot a "sell signal" well in advance of the peak in property prices in mid-1989. This peak had been preceded by UK short-term interest rates reaching their low point 18 months earlier. An institutional investor acting at this low

point in interest rates would have had a year in which to find buyers – allowing for the six months it commonly takes to conclude a property transaction.

When should investors have spotted the buy signal? A declining trend in UK short-term interest rates only became apparent in the first quarter of 1991, when rates were 14 per cent, accelerating in the third quarter of 1992 when sterling left the exchange rate mechanism.

Given the normal time-lags, economic recovery could have been expected to begin in the first quarter of 1992, which it did. In principle a property market recovery should have been discernible by September 1992.

Yet by this summer there had not been a significant rise in property prices. However, the market average indicated by the Hillier Parker

Capital Index masks a big rise in property prices in the significant retail segment of the commercial property market in the six months to June. Some properties with strong creditworthiness and long leases have already seen increases in value in excess of 10 per cent.

In the present cycle, not only has the buying signal been given by an earlier decline in short-term interest rates, but it has been reinforced by the accompanying fall in long-term rates. The consequence is that for the first time in a generation property yields stand at a premium over long gilt yields.

This suggests that investors are, in effect, valuing commercial property on the premise that future rental increases offer no protection against inflation. But worse than that, it actually implies negative rental growth over the lifetime of the property assets.

This is unduly pessimistic. Inflation still exists, albeit at a historically low level. It is therefore a factor which must be accounted for when valuing property assets. A full valuation of commercial property should reflect the importance of this hedge against inflation, which is provided by upwards-only rent review clauses included in most commercial property leases.

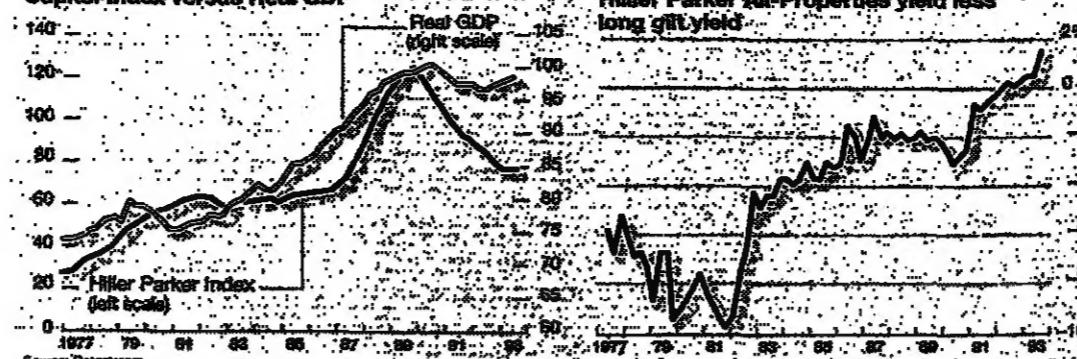
On this basis we expect property to resume trading on lower yields than bonds. We shall remain buyers for some time to come.

The author is director, bonds and investment strategy, Legal & General Investment Management

The notion that commercial property lags the main business cycle is wrong, argues David Shaw
Leaders and laggards

Commercial property and the economy

Capital Index versus Real GDP



The market should have spotted a 'sell signal' ahead of the property peak

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Written notice of the intention to transfer may be sent to the Secretary of State for Trade and Industry, Insurance Division, 10-18 Victoria Street, London SW1H 0HN before 8th December 1993. The application will not be considered until after considering any representations made to him before that date.

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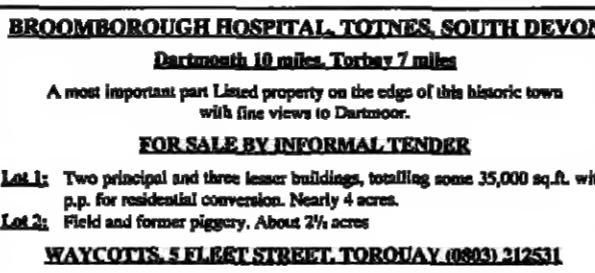
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AND THE INSURANCE COMPANIES ACT
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NOTICE IS HEREBY GIVEN that on 20 September 1993, a Director of Wisley Contracts Limited ("Wisley"), a company incorporated in the United Kingdom, filed a notice of voluntary administration with the above-named company by the members of the firm of solicitors, D.R. Keat
Deputy Secretary
62-65 Trumper Square
London WC2N 3DV

COMPANY NOTICES

CANADIAN PACIFIC LIMITED
(Incorporated in Canada)
ST. LAWRENCE &
OTTAWA RAILWAY COMPANY
Copies of the Balance Sheet of the above
Company as at December 31 1992 and
may be obtained from this office during
normal business hours.
D.R. Keat
Deputy Secretary
62-65 Trumper Square
London WC2N 3DV



The survey will be published as follows:

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South West, Wales,
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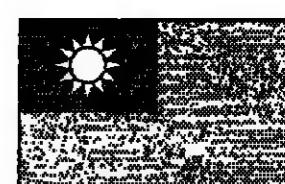
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The economy: growth rate slips below target.....Page II

FINANCIAL TIMES SURVEY

TAIWAN

Friday October 8 1993



Taiwan has much to gain from developing an economically rational relationship with the Chinese mainland. Closer contacts must be properly managed and conducted in tandem with further liberalisation on Taiwan, reports Simon Holberton

An island in search of its identity

TAIWAN is an island in search of its identity. In the process of rediscovering its past and trying to define what makes itself special, Taiwan faces the future full of uncertainty.

In one sense this is nothing new for the people of Taiwan.

They have lived with the threat of invasion from communist China ever since the creation of the People's Republic in 1949, four years after the Kuomintang (KMT, Nationalist) government took control of the island from a defeated Japan.

But what makes the uncertainty of today different is the confusion within government, business, and society more generally about where the nation's future lies and what Taiwan's proper role in the world should be. Taiwan has come to a crossroads and is unsure which way to go.

Taiwan's search for identity - the result of the political liberalisation which has occurred over the past 10 years - has produced a flowering in literature and the arts. Modern Taiwanese painters are blending western technique with an oriental sensibility to produce work of great originality. The Taiwanese are also delving deeper into their recent past - no longer

off-limits for academic and popular research - and the culture of the indigenous people who have lived on the island since well before permanent Chinese settlement.

This awakening in Taiwan has thrown more starkly into relief the divisions within Taiwanese society about the way forward. That future used to be fairly simple; as part of a united China, some day. But no longer; the island's cultural development and its rapid democratisation have produced among the people a reaction against reunification with the mainland, and active pockets of pro-independence supporters who dream of a Republic of Taiwan.

Perhaps the soul searching presently under way is the inevitable consequence of an authoritarian government releasing the constraints on participation in public life and lifting the prohibitions on private expression. But unlike much of Latin America or South Africa, which went through a similar process of political and social change in the 1980s, Taiwan is not a pariah state ready for international rehabilitation. It is recognised by a diminishing number of states in the inter-



Taipei: the soul searching may be the inevitable consequence of an authoritarian government releasing constraints on participation in public life and lifting prohibitions on private expression

national community. Less than 100 miles to the west of the island lie 1.2bn Chinese people ruled by a government which wants what it regards as its territory back.

If the indecision within the Taiwanese mind were confined to Taipei's chattering classes then it would be of little consequence, but it is not. The government is deeply divided over policy towards the mainland. Many of its own current and former supporters believe that the KMT government's real agenda is not reunification - as it proclaims - but independence. The latest piece of evidence is Taiwan's abortive attempt last month to have its status reconsidered by the United Nations General Assembly.

The conundrum posed by the

Businessmen - many of whom value the new-found freedom that democratisation has brought - are convinced that closer economic ties with the Chinese mainland are not only inevitable, but desirable if Taiwan is to prosper. The government's prohibition of direct trade and communications links with the mainland - the absence of which cost Taiwanese business dearly and enriched Hong Kong greatly - cannot, however, go on indefinitely.

In mid-1997, Hong Kong reverts to Chinese sovereignty and what was once an indirect trade route with the mainland becomes a direct one. In spite of itself, the government soon will have to face up to reality.

mainland - especially its recent opening to the outside world and the urgency with which the government on Taiwan has to deal with it - was summed up, but not faced, by a paper published this July by Taiwan's Council for Economic Planning and Development (CEPD).

"The high degree of complementarity in economic conditions on the two sides of the Taiwan Straits, as well as special factors such as geographical proximity, blood affinity, and cultural background, have resulted in a rapid increase in economic and trade contacts between Taiwan and mainland China," it noted.

"In the long-term, the further integration of the two economies is a trend that

would be difficult to stop. The important question for Taiwan, therefore, is how to face up to the situation across the Taiwan Straits, grasp the initiative, strive for mutually beneficial development and secure Taiwan's position of economic leadership."

Fine sentiments, but unfortunately few solutions. The CEPD, which is part of Taiwan's cabinet, did not depart from the government's mainland policy. All it could do was urge a relaxation of some restrictions, such as those which apply to imports of semi-manufactures from the mainland, not a fundamental reappraisal of the policy.

This is the fatal flaw in the CEPD's economic revitalisation programme, a plan which aims

to increase the economy's competitiveness through deregulation and opening it further to international economic forces to create on Taiwan an Asia-Pacific regional operations zone.

In outline, the plan attempts to cure the problems inherited from the explosive growth of the 1980s in asset prices by bearing down on rising labour and land costs. Looking forward, it seeks to raise the economy's level of technological sophistication, free access to international capital markets, and develop sea and air communications so that Taiwan can become a regional hub for trade.

But realising the government's hope of remaking Taiwan anew may prove to be



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TAIWAN II

■ THE ECONOMY

Growth rate slips below target

NOT many countries would be dissatisfied with real output growth of 6 per cent a year and inflation below 4 per cent. Add to that a government deficit and official debt which account for just 1.6 per cent and 8 per cent of the economy respectively and most European finance ministers would be lining up to receive the William Gladstone prize for fiscal rectitude.

Not so in Taiwan. A sluggish world economy has caused the island's growth rate to slip below the government's target of a 7 per cent annual expansion for most of this decade. The economy's under-performance, relative to expectations, has meant the deferral of an ambitious plan to rebuild and extend Taiwan's industrial and social infrastructure. The government now puts Taiwan's long-term potential growth at 6.5 per cent.

Private economic forecasters have also revised downwards their predictions for the economy's short-term economic outlook. In July, Baring Securities, a British brokerage, expected growth in excess of 7 per cent next year. Now it is looking for 6.5 per cent in 1994 and has deferred until 1995 its hope for even faster expansion.

Mr Peter Kurz, head of Bar-

ing in Taipei, says: "Taiwan is an investment, supply-side-led economy. We expect 6 per cent growth this year and see it picking up to 6.5 per cent in 1994. If exports also pick up - and a lot depends on the US economy and China - then we could be looking for 7 per cent in 1995."

Growth in company profits, he says, tends to be sluggish, below 7 per cent growth in gross national product (GNP),

Taiwan's economic development has been one of the great success stories

Taiwan's favoured measure of output which includes net income earned abroad. "Above that, corporate earnings rise by 20 per cent to 30 per cent," he says.

Taiwan's economic development has been one of the great success stories of the post-Second World War era. The island's economic planners have pulled off a rare feat in economic management: rapid growth in output, full employment and price stability.

From 1964 to 1981 the island chalked up a growth in real GNP of 8.6 per cent a year,

while consumer prices inflated by just 1.8 per cent a year. The average unemployment rate during the same period was 2.1 per cent.

This performance is made all the more remarkable given that Taiwan, along with the rest of the capitalist world economy, participated fully in the asset price inflation of the 1980s.

Mr Lee Kao Chao, director of economic research department, Council for Economic Planning and Development, says: "The result of our economic success has been sweet but the problems created by the trade surplus have been more bitter.

The trade surplus of the 1980s created excess monetary growth and an asset bubble. The stock market index rose from 850 in 1985 to 12,550 by 1990. Land prices rose by four times.

The bubble has now burst, but we have been left with high land prices and high wage levels. The 'money game' has produced a poor climate for investment."

Official figures underline the impact that the "money game" has had on Taiwan's manufacturing sector. Since 1988 average earnings in manufacturing have nearly doubled. Employment in manufacturing peaked at 2.8m workers in 1989 since

when more than 300,000 jobs have been shed. Yet the story of manufacturing on Taiwan is not all gloomy.

Productivity has grown nearly 80 per cent between 1986 and the end of last year, keeping the rise in manufacturers' unit labour costs to 26 per cent over the seven-year period. In some industries, notably electronics, productivity has risen by more than 80 per cent, while the rise in unit costs has been negligible: just 13 per cent.

"Taiwan is an economy of small companies," says Mr Kurz. "If you are dedicated to making one product then you make sure you are the most competitive."

The government can do little directly to affect wages but where it can have an impact is in land prices. Since the summer it has announced plans to sell state-owned land at reduced prices for existing and new entrant manufacturers, especially those engaged in high technology.

Those parts of the production process where Taiwan's manufacturers have lost competitiveness are at the labour-intensive end of the manufacturing process. These jobs have migrated to mainland China where, since 1989, Taiwanese

industry has made great inroads, especially in footwear and food.

The government is particularly concerned that investment on the mainland will lead to a shortage of capital for investment on Taiwan. Another concern is that wholesale migration of industry will lead to a "hollowing out" of the manufacturing base on Taiwan and a compensatory increase in the island's dependency on

zhou (Canton). With the tightening of economic policy in China since the summer, many believe that these investors may get their fingers burnt.

The tightening in monetary policy in China and a corresponding easing of monetary policy on Taiwan is expected to give a fillip to private investment on the island. After a recovery in growth last year private investment is expected to rise by nearly 13 per cent this year and about 10 per cent in 1994.

In the meantime the government has taken a fresh sight-

ing and is trying to chart a course for the Taiwanese economy which envisages becoming "Asia-Pacific regional operations zone". The government has promised NT\$3bn of tax credits for industry - to encourage investment - and earmarked a further NT\$200m in state support for the island's high technology industries.

Overhanging this strategy, however, is Taiwan's troubled relations with the mainland. Until both arrive at a modus vivendi it is debatable whether this latest chapter in Taiwan's economic development can be successfully realised as past policies were.

Simon Holberton



KEY FACTS	
Area	36,000 sq km
Population	20.6 million
President	Lee Teng-hui
Currency	New Taiwan dollar (NT\$)
Average exchange rate	1991 \$1=26.55 NT\$ 1992 \$1=24.93 NT\$
ECONOMY	
	1991 1992
Total GDP (\$bn)	175.4 206.8
Real GDP growth (%)	7.2 6.8
Components of GDP (%)	54.3 55.8
Private consumption	11.8 12.9
Total investment	17.9 17.5
Government consumption	48.5 44.5
Exports	43.4 42.0
Imports	43.4 42.0
Annual average % growth in...	
Consumer prices (%)	3.6 4.5
Ind. production (%)	7.3 3.6
At year end	
Unemployment rate (%)	1.4 1.3
Official foreign reserves (\$bn)	82.4 82.3
3 month interbank rate (%)	5.67 7.38
Stock market at year end	
Market capitalisation (\$bn)	78.8 84.7
Growth in share prices (%)	-7.4 -18.0
Trade	
Current account balance (\$bn)	12.0 8.2
Exports (\$bn)	76.2 61.5
Imports (\$bn)	62.9 72.0
Trade balance (\$bn)	13.3 9.5
Manufacturing trade	
Exports (\$bn)	70.5 73.0
Imports (\$bn)	46.6 52.9

(1) From IFC Emerging Markets Database.
(2) Annual % increase IFC local currency price index.

Sources: Datastream, IFC.

REATIONS between Taiwan and the Chinese mainland were, until recently, relatively straightforward. Both sides laid claim to the other's territory and both were locked in a theological debate about who were the rightful rulers of "all China".

Taiwan's rapid industrialisation, as well as China's economic reform, have, however, significantly complicated the issues. Cold War-era antipathies are being submerged by today's booming - although officially indirect - trade across the Taiwan Straits with mainland China.

At the same time, Taiwan, with the new-found wealth and democratic liberties is anxious to achieve western recognition and play a fuller role in the world community. Yet movement on this front is largely dependent upon Taiwan's status in relation to China.

The simplicity of the past has been replaced by hand wringing and confusion in Taiwan about how to deal with the "China question". No longer incommunicado, Taipei and Beijing are committed to promoting greater understanding between their peoples. Yet critical questions remain. Taiwan is asking itself at what pace contacts with mainland China should proceed, and what the ultimate result of increasing contacts will be.

Relations between Taiwan and the mainland have become the most divisive issue in Taiwanese society and politics, leading to the recent fracturing of the ruling Kuomintang (KMT) party and weakening business support for the government.

To fully understand what is happening in Taiwan, one needs an acute sense of the difference between appearance and reality, of words and deeds. The current KMT leadership under the guidance of President Lee Teng-hui says it wants a reunified China. But its every action suggests that what it really seeks is an independent Taiwan, in part to placate the increasingly powerful DPP opposition party. This was best exemplified last month by Taiwan's abortive attempt to seek membership of

the United Nations, from which it was ejected in 1971 when the communist government of the mainland replaced it as the representative of China. Re-entry into the UN represents Taiwan's ambition to achieve broad international recognition of its sovereignty.

In the event, China voiced strong objections, saying that admitting Taiwan to the UN would set an "abominable precedent" and would interfere in China's internal affairs. The steering committee of the UN General Assembly declined to put Taiwan on its agenda, dismissing the issue without even voting.

Taiwan's was backed by a handful of Central American nations with strong economic ties: Belize, Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua. These, together with several African nations, constitute the rump of the international community which still affords Taiwan full diplomatic recognition.

Most western countries have only de facto relations with Taiwan, stationing officials in Taipei at quasi embassies called trade offices and limiting official diplomatic contacts.

The US and Europe (with the exception of the Vatican) recognise Beijing as the sole legal government of China, including Taiwan. Western democracies are keen to take full advantage of the huge potential for trade and investment that China's economic reforms have created. Either than risk conflict with China, the US, which is Taiwan's greatest supporter in the developed world, has warned the Taipei government that its attempt to penetrate the UN and its system of multilateral agencies is ill judged.

"It would be unwise [of Taiwan] to confront the Clinton administration with a choice between Beijing and Taipei," said Professor Ralph

Clough of Johns Hopkins University at a recent conference. "Taiwan's long-term interests will be better served and US support more easily maintained by continuing the existing policy of pursuing economic and other interaction with mainland China, while at the same time seeking an

battle to fight, but we want to take the first steps."

The government's decision to push for UN membership and alleged foot dragging on closer commercial contacts with the mainland is cited as one of the reasons for this summer's split in the ruling KMT. A number of leading members left to form the China New Party.

Mr Chao Shau Kang, leader of the New Party, believes that the government is wasting precious time in delaying more substantive talks with Beijing. "We have the advantage now; if we wait another three years then our advantage will be less and we will lose our bargaining chip," he says.

His view finds widespread support among business people who believe the government is powerless to stop economic integration across the Taiwan Straits. Trade between the two is growing rapidly.

China is now Taiwan's fastest growing export market - exports were 20 per cent up in the first eight months of this year compared with a year

ago - and the second-largest market in terms of size. It is forecast to be worth more than \$80bn this year.

Where trade flows so, too, does investment. There are no reliable figures on the actual amount of Taiwanese investment in China at more than \$1bn in the first eight months of the year, more than the entire stock of Taiwanese investment in the previous eight years.

It is further underlined by Taiwan's retailers organising for a big push into mainland retailing. Well-known stores such as 7-Eleven and less well known ones such as Wu Shin Steak House, will soon be trading in especially designated "Taiwan shopping streets" in Beijing and Shanghai.

Mr Jack Huang, managing partner of the US law firm Jones, Day, Reavis & Pogue, says: "We are doing well. I think we are doing well."

The KMT remains very powerful and is likely to do so for some time to come

But we can't expect always to get 70 per cent and 30 per cent of the vote in elections when we are going through a process of democratisation. Some day we may be the opposition party; we know that is a price we may have to pay. That is not a failure of democratisation but the success of it."

Universally known as "the party", the KMT remains very powerful and is likely to do so for some time to come. It supports Taiwan's president, prime minister and head of the judiciary. Moreover, more than 90 per cent of Taiwan's civil servants are party members.

It is also very rich. Companies controlled by the KMT's Central Investment Corp had at the end of February assets valued at NT\$863.9bn (\$37bn), making it Taiwan's largest business group. One of its important financial and political assets is its ownership of television. It is seeking to expand that control into cable TV when the government approves the establishment of cable networks.

In spite of this appearance of control, the KMT is facing pressures from many directions. Internally it is driven by faction and is showing signs of fracturing. Moreover, the Democratic Progressive Party, which advocates "Taiwan independence" and is its main

external threat, has been skillful in exploiting these divisions to score a number of parliamentary victories, notably the passage of a law requiring politicians and senior government officials to reveal their personal wealth.

Although the ruling party's financial strength is a huge asset, it has become a political liability.

Voters in Taiwan, especially among the educated middle classes in the cities, and Japan. This is an area of diversity and dynamism; people want change.

Clearly, Taiwan's relations with China, and therefore the rest of the world, are now being shaped by economic trends rather than the territorial disputes of the past. It is not clear what Taiwan knows quite what do about it.

Simon Holberton

and Louise Kehoe

KMT supremacy challenged

■ DOMESTIC POLITICS

TAIWAN III

THE ENVIRONMENT

Big clean-up effort is under way

TAIWAN is paying the price for failing, until recently, to address environmental problems during its rush to industrialisation. "We started late," admits Lung-Sheng Chang, head of Taiwan's Environmental Protection Administration.

Evidence of unregulated pollution is all too apparent on the streets of Taipei. Rubbish collects on pavements and in back alleys. On a hot and humid evening, the smell of sewage is pervasive in the older parts of the city and the air is yellowed by a seemingly permanent pall of smog.

A big clean up effort is under way, amid mounting public pressure. Last year Taiwan's spent more than \$22bn on environmental protection, with

similar spending expected to continue for the next five to six years.

"We have come to realise that economic development is not, in itself, our goal. Our aim is to raise the quality of life of our people," says Mr Chang. "Unless we clean up air, water and solid waste pollution, then growth in the gross national product or per capita income becomes meaningless."

Last year a constitutional amendment revised the republic's public spending priorities to rank environmental protection and ecological conservation along with economic development.

Yet the problems created by Taiwan's rapid economic growth are immense. Rising

incomes have enabled millions of Taiwanese to buy cars and motorcycles. With a population of just over 20m, Taiwan boasts 4m motor vehicles and 10m motorcycles. In the past 12 months, 500,000 new cars and almost 1m new motorcycles crammed onto the already heavily congested city streets.

High levels of vehicle emissions are accentuated by bumper-to-bumper traffic jams. "We have double digit growth in motor vehicles per year, but less than a one per cent increase in parking spaces and road area," says Mr Chang.

To combat air pollution, Taiwan has adopted the tightest emission regulations for motorcycles in the world, and is matching California's exacting standards for car emissions.

More than half of petrol consumed is now lead-free and the EPA has a target of phasing out leaded petrol by 1999.

Initial results are encouraging. Last year the number of days when air quality in Taipei remained within acceptable standards increased by 5 per cent to more than 88 per cent.

Lead content in the air was reduced by 90 per cent last year.

Consideration is also being given to "pollution taxes" on

petrol. "Our gas prices are very low," says Mr Chang. "We are encouraging our people to use the gasoline." Yet proposals for an increased tax on petrol are controversial because of fears that it could fuel inflation and have a negative impact on the economy.

Enforcing anti-pollution measures is difficult, especially when they conflict with business interests, Mr Chang says.

Even in Taipei, only some 18 per cent of sewage is fully treated

Industrial development plans, for example, are now subject to strict environmental impact reviews, severely restricting waste disposal and emissions.

But business executives complain that environmental rules are too harsh, increase costs and place them at a competitive disadvantage in world markets.

Water pollution is another serious problem in Taiwan. Less than 8 per cent of the population has sewage processing service. Even in Taipei, only 18 per cent of sewage is fully treated. The rest is funnelled into river beds, creating

a health hazard. The problem has become particularly acute over recent months because Taiwan is suffering a drought. Heavy rainfall during the typhoon season normally flushed the river beds carrying waste out to sea.

Construction of a metropolitan sewage treatment plant costing NT\$1bn has begun, but is not expected to be completed for another two years. Government plans call for a huge expenditure of NT\$100bn on sewage treatment systems throughout the island over the next seven years.

Yet local government agencies, which are required to raise half the cost of treatment plants for their districts - mostly through higher local taxes, have been less than enthusiastic. Local politicians put higher priority on more visible public works, such as the construction of roads and bridges, Mr Chang explains.

In an effort to push the projects forward, the EPA has proposed that the national government increase its share of the cost to 70 per cent, lowering the burden on the regions.

One incinerator in Taipei is already operating and contracts for the construction of six more will be put out to public tender by the end of the year.

Taiwan is also buying many

garbage collection and street cleaning trucks. "We are making quite a lot of progress and we believe that within five years our solid waste problem will be solved," says Mr Chang.

Education is another important element of Taiwan's environmental efforts. A schools programme has been so successful that children have become the "Red Guards" of the environment, Mr Chang says.

Recycling is on the rise, with Taiwan leading the world in the recycling of waste paper. "We have a long tradition of

valuing and re-using paper," Mr Chang explains. Fifty-five per cent of waste paper was recycled in Taiwan last year.

Although the primary thrust of Taiwan's environmental policies is to address its domestic problems, the republic is also keen to play a role in international environmental efforts by encouraging neighbouring Asian countries to recognise the importance of environmental protection before they encounter the problems faced by Taiwan.

Louise Kehoe

AEROSPACE INDUSTRY

An eye on world aircraft markets

TAIWAN'S aerospace industry has reached a watershed in its development. Within two or three years, it should become clear whether or not it will be able to extend its engineering expertise into world markets for passenger aircraft.

Taiwan is an established components supplier to big western civil aircraft manufacturers. It is also able to produce its own military jet fighters.

Now the government is seeking to marry the two and create an industry that manufactures whole aircraft for domestic and foreign civilian markets.

The most important talks now under way are with the UK's British Aerospace and Dassault of France.

Bae wants to improve its profitability: the RJ series of regional jet passenger aircraft, which would be built partly in Taiwan, lose money for

Taipei wants more development and production expertise to be switched to Taiwan

company.

Unfortunately, talks with Taiwan have encountered difficulties since a contract to establish a joint venture was signed in London in January.

Doubts have been raised by Taiwanese banks lending money to finance the joint venture, called Avro. They are concerned that the aircraft could lose money as easily in Taiwanese hands as British.

The main hurdle, the financing of the deal, was cleared in August. But the apparently less important details of the amount of technological expertise that would be transferred to Taiwan have proved to be almost as difficult to overcome.

II, and when, these matters are settled, manufacturing could begin as early as next spring.

Talks are at an earlier stage with French aircraft builder Dassault. Taiwan is buying Dassault military jet aircraft and missiles and wants some aerospace manufacturing skills transferred to Taiwan.

Dassault is keen to keep such transfers confined to civil sector skills associated with its Falcon series of executive jets.

But Taiwan may insist on some of the Mirage work moving to the island.

Taiwan is in a strong position to demand such concessions. In Dassault's case, the deal was its first export order for four years, while Bae is still struggling to improve its profitability after a period of heavy losses.

Taiwan has two further inducements beyond its experience in the components business, with which to persuade foreign companies to share their know-how.

It has huge reserves of capital, thanks to its successes in exports of manufactured goods. And it offers proximity to the world's fastest-growing air transport markets in south-east Asia and China.

Taiwan also wants a foreign partner as it struggles to emerge from decades of relative economic isolation thanks to China's claim over the island.

That isolation prevented the government from importing military aircraft. Instead, it went ahead with production of its own designs. Taiwan initially moved to piston-engined training aircraft and then jet trainers. Now it has advanced far enough to oversee production of its own supersonic jet fighter, the IDF (Indigenous Defence Fighter).

Yet as production of the IDF got under way last year, France and the US decided to

risk Beijing's wrath by allowing the sale of General Dynamics F-16 and Dassault Mirage 2000 fighters to Taiwan.

Taiwan's air force promptly halved its order for the IDF to 150 aircraft, leaving 200 or more local aerospace manufacturers and the design and manufacturing arm of the defence ministry with spare capacity.

This spare capacity has added impetus to the drive to find foreign partners for aerospace manufacturing.

To that end, the government this summer announced the progressive privatisation of the country's military aircraft manufacturing operations, which builds the IDF, at Taichung on the island's west coast.

The first stage, scheduled for next summer, is the creation of an autonomous but state-owned company. It could lead to complete privatisation within five years, say government officials.

The move to privatise the Taichung operations follow the establishment by the government of Taiwan Aerospace Corporation (TAC) in October 1981.

This company, with a minority state shareholding, has the aim of becoming a major Asian aerospace company by the year 2000.

It intends to accomplish this through partnerships, and it was TAC that led the Taiwan side in plans to establish the Avro joint venture with Bae.

Yet two years after its birth, TAC is still finding the aerospace industry a tough one to master.

Although it has plenty of cash and some engineering expertise, Taiwan still lacks several essential skills specific to the civil aircraft business: integrating components, designing interiors, marketing and leasing.

And the providers of the cash, Taiwanese investors, are discovering that aircraft manufacture is a high-risk business in which they may not see a return on an investment for a decade or more. Taiwan's banking community has been among the most wary of TAC's backers in assessing whether prospective deals should go ahead.

They were partly behind the failure last year to launch a \$2bn joint venture with McDonnell Douglas to design and build a new large passenger jet. Government officials blame that failure on the count-

McDonnell-Douglas may yet come back to Taiwan for another deal

try's inexperience in aerospace: TAC was only a few months old and its financial backers were daunted by the prospect of investing huge sums in an aircraft whose design did not yet exist.

McDonnell-Douglas may yet come back to Taiwan for another deal. Unofficial reports from Taiwan suggest that the government is having talks with the company over the possibility of establishing a joint venture to develop helicopter technologies.

And the fear of being seen as a country that cannot do joint venture deals with foreign partners is certainly contributing to the survival of the RAE talks.

So it is a measure of Taiwan's determinations to establish itself in aerospace that it is prepared to enter into talks simultaneously with several large foreign companies in the field. If the drive fails to spark rapid growth in aerospace as a consequence, it will not be for lack of trying.

Daniel Green



Growing problem: High levels of vehicle emissions are accentuated by bumper-to-bumper traffic jams in Taipei

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TAIWAN IV

■ INDUSTRY

TAKE the lid off a personal computer and the chances are very high that the main circuit board inside will have been manufactured in Taiwan.

The island now boasts a 70 per cent share of the world market for PC "motherboards" and is the largest producer of the latest "notebook PCs", prompting some to rename it the "Republic of Computers".

Information technology is now the cornerstone of Taiwan's economy, reflecting a rapid shift away from its traditional labour-intensive industries towards advanced technology including semiconductor chips, computers and computer peripherals. Last year, with sales of \$8.7bn, electronics products became Taiwan's biggest export.

The personal computer at the core of Taiwan's emergence as a world player in information technology. Last year Taiwan's exports of PC hardware reached \$6.6bn, according to Dataquest, the market research group, which predicts an 11.7 per cent increase to \$7.4bn this year.

PC circuit boards alone accounted for \$590m in exports last year, while exports of computer monitors (displays) totalled \$2.3bn. Taiwan is also the top producer of the com-

puter "mouse" - the device used to move a cursor around a computer screen - with an 80 per cent share of the world market, according to government statistics.

Yet Taiwan's role in the PC revolution has gone largely unnoticed outside the computer industry. With the exception of Acer, Taiwan's largest PC producer, most of the computers made in Taiwan are sold under the names of foreign companies such as IBM or Apple Computer.

"Taiwan is the arms dealer to the warlords of the PC industry," says Mr Robert Lo, manager of the Taiwan operations of Intel, the leading US semiconductor manufacturer.

But why Taiwan? Ironically, IBM, whose original personal computer design gave birth to an industry of "PC clones", played a central role in the creation of the island's PC industry.

IBM established a procurement office in Taiwan in the 1960s, when the island's economy was based on low-cost, labour-intensive manufacturing. Tatung, now one of Taiwan's largest PC manufacturers, was an early partner of IBM, manufacturing parts for its mainframe computers.

Following the introduction of the IBM PC, in 1981, IBM chose

TECO, a leading Taiwanese television manufacturer, to mass produce personal computer monitors. Other Taiwan companies followed TECO into the monitor market, sparking an export boom and fueling Taiwanese interest in the PC business.

In the same period, the Taiwanese government was actively encouraging the establishment of high technology enterprises through its Indus-

trial Technology Research Institute (Itri). Seizing the opportunity created by the standards-based IBM PC, Itri designed one of the first "clones" of IBM's PC XT, thus providing a fillip to Taiwan's fledgling PC industry.

Over the past 10 years the Taiwan government has continued to play an important behind-the-scenes role in the island's computer industry, representing Taiwan manufacturers in their negotiations with foreign companies, undertaking research and development efforts, and providing training and market research assistance.

Taiwan's semiconductor industry, which supplies components to its PC and PC board manufacturers, provides another example of the blend of government-sponsored initiatives and private-sector ingenuity.

Its foundations were laid in the early 1970s by K T Li, then the minister of finance and widely known as the "father" of Taiwan's information industry. A frequent visitor to the United States and Japan, Li established a government-funded semiconductor development project in Taiwan under the auspices of the newly formed Itri.

Without Itri's early involvement, Taiwan's semiconductor industry would probably not exist today," says Morris Chang, Itri chairman, who credits K T Li with recognising the critical role that semiconductor technology could play in Taiwan's industrial development.

In the late 1970s, the Itri semiconductor research and development project was expanded to incorporate a pilot production line which was spun off in 1980 to form United Microelectronics, Taiwan's first - and still largest - semiconductor company. This move was critical, Mr Chang believes, because it demonstrated the commercial feasibility of semiconductor production in Taiwan, encouraging private sector investment. Six

years later, another semiconductor producer, Taiwan Semiconductor Manufacturing Company, was spun out of Itri to provide production facilities for the island's burgeoning chip design industry.

A third Itri semiconductor spin-off is under consideration as the institute nears comple-

Chinese American engineers are attracted by the opportunities in Taiwan's industry

tion of a five-year advanced "submicron" semiconductor technology development project which included the construction of an ultra-clean wafer fabrication laboratory with state-of-the-art semiconductor production technology.

In addition to these official "spin-offs", former Itri engineers have populated numerous other chip design and manufacturing companies in Taiwan formed with funding

people with working experience in the US has also increased dramatically.

The abundance of well-qualified engineers is one of Taiwan's key advantages in the high technology industry, says D C Chien, general manager of IBM Taiwan. "Even though Korea has a population 30 times that of Taiwan, we have far more engineers."

He also praises the adaptability and responsiveness of Taiwan's relatively small enterprises. "When IBM wants something made on short notice, they deliver." IBM, for example, turned to Taiwanese manufacturers for its recently introduced low-cost Ambra PC product line.

For all of its strengths, however, the Taiwanese electronics industry remains heavily dependent upon foreign technology and is subject to the vagaries of foreign markets. As costs rise in Taiwan, its manufacturers are increasingly shifting their operations off-shore, to China.

The biggest challenge, says Morris Chang of Itri, is to upgrade Taiwan's own technology base. Until that happens, the Taiwanese information industry will not be the master of its own destiny.

Louise Kehoe

THE Acer Group, Taiwan's largest computer company, is pursuing the "Chinese dragon dream", aiming to establish itself as the first Chinese company to become a world leader in the computer market. It is an ambitious goal, but already the company is among the top 10 in the personal computer field.

Acer's progress has made Mr Stan Shih, its founder, chairman and chief executive, a hero in Taiwan. As one of the island's most influential business leaders, he is now playing a central role in efforts to shift the island's industrial base from low-cost manufacturing to more advanced product development and marketing, or from "the bargain basement to the luxury goods department" as they say in Taiwan.

"In Taiwan we must establish our own technology development and international marketing capabilities if we are to remain competitive," says Mr Shih.

The Taiwanese electronics industry has become the island's biggest source of exports largely as a result of

■ COMPANY PROFILE: ACER GROUP

Chasing the Chinese dragon

Its ability to provide low-cost, high-volume, sub-contract manufacturing services to US, Japanese and European personal computer companies. Yet Taiwan's most influential business leaders, he is now playing a central role in efforts to shift the island's industrial base from low-cost manufacturing to more advanced product development and marketing, or from "the bargain basement to the luxury goods department" as they say in Taiwan.

Acer's progress has made Mr Stan Shih, its founder, chairman and chief executive, a hero in Taiwan. As one of the island's most influential business leaders, he is now playing a central role in efforts to shift the island's industrial base from low-cost manufacturing to more advanced product development and marketing, or from "the bargain basement to the luxury goods department" as they say in Taiwan.

"In Taiwan we must establish our own technology development and international marketing capabilities if we are to remain competitive," says Mr Shih.

The Taiwanese electronics industry has become the island's biggest source of exports largely as a result of

east Asia where costs are much lower," he says.

His message has not been lost on the Taiwanese government which is spending about \$450m a year on research and development programmes, much of it aimed at the information processing industry. Manufacturers also get tax credits for investments in R&D, training, automation or international brand name promotion.

While there is a broad consensus that Taiwan needs to become less dependent upon foreign technology, the need for marketing efforts is less widely accepted.

Spending money on international advertising and promotion is a relatively new concept in Taiwan where many manufacturers end up bearing the brand name of a western company. Acer is one of very few Taiwan companies to have established its own name in world markets. Others include Pro Kennex, the tennis racquet maker and Giant bicycle.

Four years ago, Mr Shih became the founding chairman of a business group aimed at boosting the marketing skills of Taiwan's industries. The

Brand International Promotion Association (Bipsa) has attracted about 100 members who can participate in training programs in marketing, public relations, advertising, corporate identity and image building.

Bipsa, initially bailed for its forward-looking efforts, came under fire two years ago when several of its member companies fell into bankruptcy and Acer itself recorded losses. "The general public blamed spending on brand promotion for the financial problems, but they were unrelated," Mr Shih recalls. Brand promotion is considered too risky, and it takes too long to see a return on the investments, he explains.

"It takes perhaps two years to see returns from manufacturing. Technology development may take three to four years and require 10 times as much effort. Image building takes one hundred times the effort. It takes a very long time."

Yet from Mr Shih's point of view, establishing Acer's brand name is a matter of necessity. "Without your brand name, without a good image, your business is unstable because you are totally dependent upon the performance of the companies that you supply." A mix of brand name and sub-contract business is ideal, he says, because one offsets the risks of the other.

Acer has also moved faster than other Taiwan companies to establish a presence in international markets. The group now has operations in more than 70 countries, many of which operate as semi-autonomous business units. Some are partly owned by local employees.

Acer's approach to "globalisation" reflects Taiwan's small-business culture. "The textbooks are all from a US or Japanese point of view, but we

have to do it our own way," says Mr Shih.

"The Chinese are individuals, but they are not so good at teamwork," he explains. "A Chinese manager can lead perhaps 1,000 people; in the US it might be 5,000; and in Japan maybe 10,000. That is our nature."

Three years ago, Acer decentralised its management to create independent business units and began spinning off ownership of subsidiaries to employees and local investors. The group's Taiwan manufacturing operations were split into two affiliated companies, while its most profitable sales unit, serving Latin America and Asia-Pacific, also became independent earlier this year.

In international markets, Acer has formed partnerships with its distributors, transforming them into local assembly operations by shipping sub-assemblies from Taiwan and purchasing other components locally.

The goal, says Mr Shih, is to create a consortium of "real borderless global companies with a local-touch global brand

name." While priding entrepreneurial independence, Mr Shih, unlike many of his western counterparts, welcomes government involvement in Taiwan's high-tech industry.

"We have a national strategy," he says, "to set a direction for the private sector." The government should also create the right infrastructure.

Computer companies are allowed to establish assembly operations on the mainland

for the high-tech industry to flourish, he believes.

"The government is like a parent, motivating its children to study hard, and rewarding them for their efforts."

In many regards the Taiwan government has served the industry well, Mr Shih believes. But "the most difficult government strategy we lack is on Taiwan-China relations."

There is a growing conflict in Taiwan between business and government over rising

Taiwanese investments in mainland China. "The Ministry of Economics really understands that China is a great opportunity for Taiwan's business, but because of political issues this strategy cannot be realised," says Mr Shih.

Current government regulations prohibit the transfer of Taiwan's most advanced technologies to mainland China. Taiwan's computer companies are allowed to establish assembly operations on the mainland, but are required to prove that their investments in Taiwan outstrip those on the mainland. However, the regulations are widely ignored, even government officials acknowledge.

As one of Taiwan's most visible companies, Acer is moving slowly to establish itself on the mainland. The group has committed itself to open a keyboard and computer monitor manufacturing operation in China by the end of next year and has begun building up a network of service and distribution offices.

Some of Acer's US competitors are steaming ahead. Over recent weeks both Compaq Computer and AST Research have announced joint ventures in China.

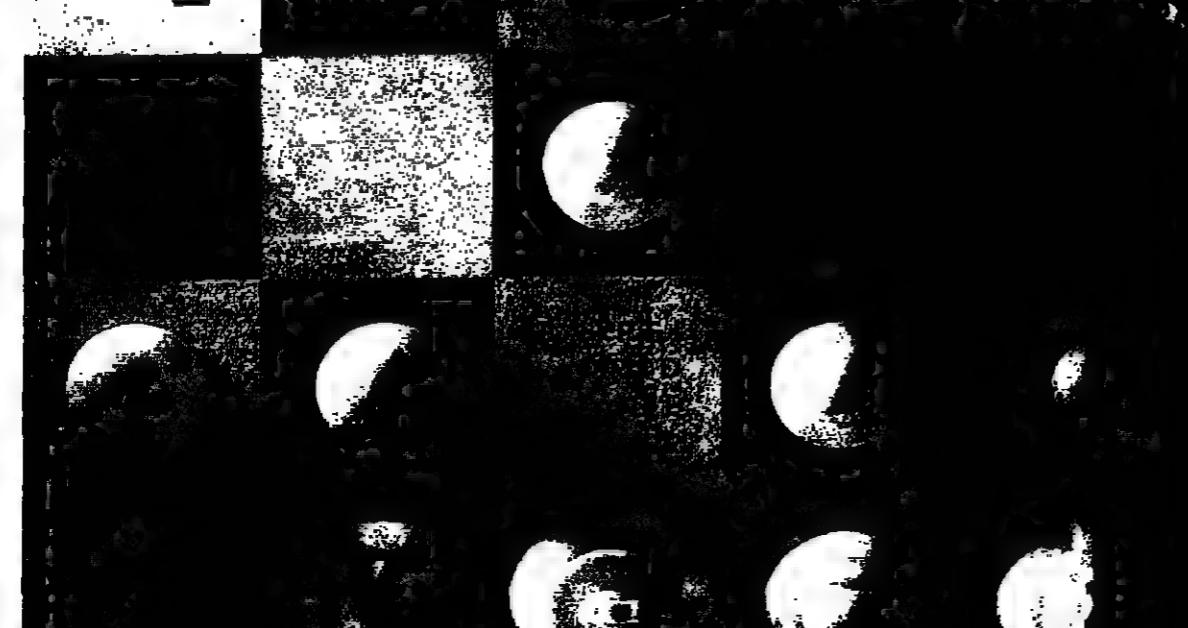
Ironically, despite their proximity to mainland China, Taiwan's computer makers may be at a disadvantage in exploiting the potential of this emerging market.

"Today, the requirement for us to invest in China is not so critical. But it may be critical next year or in two years," says Mr Shih. He is optimistic that the Taiwan government will recognise the problem and ease its China-investment regulations in the near future.

Mr Shih compares Acer's efforts to achieve its "Chinese dragon dream" to the ancient game of "Go". It will take patience, endurance and strategic planning if Acer is to win market share, or territory, away from its competitors. The Taiwanese are hardly new to this game. The computer market is merely a new playing field.

Louise Kehoe

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A basic guide for visitors

VISAS for visitors from most countries are fairly easy to obtain from Taiwan's official or, more likely, unofficial missions.

Names for the unofficial offices can vary, but are usually economic and cultural offices containing the catch-words "Republic of China" or "Taipei".

For example, in London, Taiwan's representative is at the "Taipei Representative Office in the UK".

Trade contacts: A useful source is the China External Trade and Development Council (Cetra) Tel: 886-2-725-5200; Fax: 757-6653.

Cetra has offices in most of the leading trading nations, often together with Taipei's unofficial representation, or separately under the moniker "Far East Trade Service".

Companies more interested in investment projects can also contact the offices of the Ministry of Economic Affairs, often known as the "Economic Division" of the Taipei representative office.

Directory: If possible, travellers should purchase upon or before arrival the *Directory of Taiwan*, which offers a thorough and indispensable collection of important offices, companies and services for NT\$400 (\$17.50) if purchased in Taiwan.

It can also be ordered at higher prices (including postage) from The China News (one of the island's two English-language dailies) at 11F, 101 Yenping S. Road,

Taipei, Taiwan. Tel: 886-2-288-7331 or Fax 381-5987. Getting to Taiwan now presents even fewer problems for European travellers with the growing number of direct air connections between European capitals and Taipei.

A compromise choice for those whose schedules are weighted with both political and corporate appointments are a number of hotels on Chung Shan North Road, including the Formosa Regent, the Fortune, the Ambassador, Royal and the President.

Transportation from these hotels to the political zone is quick, and many local and foreign companies have offices on Chung Shan N. Road, along the city's main north-south corridor. These north-side hotels are also close to the city's traditional night-life zones.

Businessmen whose agenda is dominated by corporate appointments should choose a hotel on the east side, where most key companies and business organisations now have their headquarters.

Among the superior hotels in this region are the Ritz, Howard Plaza, Sherwood, Asia World, Brother, Magnolia or Holiday Inn. Businessmen who have appointments to international conferences or make trade contacts should consider the Hyatt near the World Trade Center on the extreme east of the city.

Most local hotels offer tour packages for businessmen or their families who have time to take in some of the island's sights.

Outside Taipei: Visitors should not think that the rest of the island resembles Taipei. Taiwan's coast and mountain regions have a number of attractive scenic locations, including Alishan (Mount Ali) and Taroko Gorge.

Time off: The most notable of Taipei's museums is the National Palace Museum, which contains many art treasures removed by the Nationalists when they fled to Taiwan in 1949-50 (Tel: 886-2-881-2021; Fax: 886-2-4440).

Taipei now boasts several fine venues, including the National Concert Hall and the National Theatre in central Taipei's Chiang Kai-shek Memorial Park.

Visitors interested in local handicrafts may consider a visit to the Taiwan Handicraft Promotion Centre on 1 Fushou Rd, Taipei (Tel: 02-321-7223).

The best part of a visit to Taiwan is the food. Visitors are strongly advised to get out of their hotels and explore.

Various Chinese regional cuisines can be enjoyed and may be ordered by simply pointing at menus by those lacking Chinese linguistic skills.

An ideal place to try Taiwanese food is "Green Leaf" (Ching Yeh) on Chung Shan North Road. An alternative is a later competitor, "New Leaf" (Shin Yeh), which has several locations in Taipei.

Dennis Engbarth

MANAGEMENT

Work without strain

National Back Pain Week starts in Britain on Monday. Carol Cooper reports



FOR some people, every week is back pain week. Although estimates vary, back pain is responsible for more than 50m certified sick days a year in the UK, and a sizeable loss of output by anyone's reckoning. Since some 80 per cent of people in the west suffer back pain at some time, symptoms could be considered part of the human condition, but they are not unavoidable.

Most of those afflicted have low back pain, because the greatest mechanical stress is at the base, but pain can occur anywhere in the spine and may radiate down a leg or arm. Symptoms usually resolve with a little rest along with painkillers and perhaps local heat to ease muscle spasms.

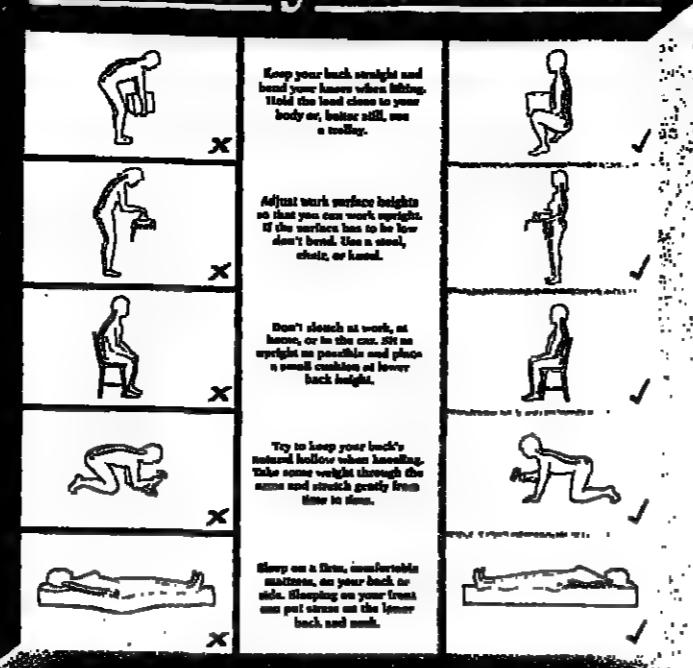
The spine is a complex piece of machinery originally designed for creatures that walked on all fours. Tumours and other diseases do occur, but the most common cause of back pain is mechanical strain, which is where some problems could be avoided.

Many accidents reported to the Health and Safety Executive arise from manual handling of loads, but pain results from repetitive trauma as well as one-off injuries.

The HSE publishes guidelines on the weight of loads that should be carried. These are by no means absolute, for many factors – including workplace routine and individual fitness – affect the risk of injury. Under the Manual Handling Operations Regulations 1992, assessment of risks rests on the employer.

Employees should also reduce the need for heavy or awkward handling in order to lessen the dangers.

Watch your back.



Some 80 per cent of people in the west suffer back pain at some time in their lives

There are several obvious ways to do this, from making the load lighter to giving employees better training. Almost everyone knows what a good lifting technique is, but few people – even those with backache – put it into practice.

Backache also comes to those who sit at work. Research shows that much more weight passes through the discs when sitting than when standing. Perhaps this is because the spine's gentle S-shape

is lost when seated. On car journeys, it is worth stopping regularly to get out for a stretch, however tight the schedules. If buying a car, it is a good idea to choose a model in which the height as well as the angle of the seat can be adjusted.

In the office, the height of chair and/or desk may need adjustment. Short breaks to stretch the back should be the order of the day.

Particular problems can arise with VDUs, of which there are close

to 10m in use in the UK. Mastering a PC should include attention to the physical aspects of sitting at a terminal for any length of time.

Following EC directive 89/270, new legislation came into force in the UK on 1 January. It applies to those using VDUs for a significant part of the day, and obliges employers to evaluate possible risks (both physical and mental) to take steps to reduce risks, and to provide staff with information and training.

Back problems are less likely if elbows are at right angles and the upper arm vertical when using the keyboard. Shorter people may benefit from footrests, and under the legislation anyone who asks must have one provided.

Chairs should tilt slightly forward, and the computer screen positioned straight ahead in the line of vision, with the aid of monitor arms or telephone directories. Unfortunately this may increase glare and eye symptoms – from the screen. It is also impossible to arrange with laptops.

Again, breaks are needed before tiredness sets in – at least once an hour for a few minutes, or as long as it takes to remove one's eyes from the screen and do some stretching, at the desk if it is impractical to get up.

The Organisation of Chartered Physiotherapists can give advice to businesses on the ergonomics of office work (Tel: 071 7762).

The HSE Information Centre is at Broad Lane, Sheffield S3 7HQ (Tel: 0742 892345; Fax: 0742 892333).

Chiropractors in the UK are offering free back-pain screenings and posture checks next week (Call Free-phone 0800 212610).

The author is a London general practitioner.

CHRISTOPHER LORENZ

The best way to rear corporate babies



LIKE lumbering behemoths let loose among a litter of their newborn, large companies have a nasty habit of trampling their fledgling ventures to death.

unashamed evangelists for corporate venturing. Moreover, assessment of ventures' success and failure, even from large-scale statistical studies, can never be crystal-clear: it is always coloured by certain assumptions.

Yet Block and MacMillan's conclusions are firm enough to rekindle the flames of corporate interest in venturing, now that the need for whole-scale revitalisation, rather than just restructuring, is being recognised by a growing number of companies (see last Monday's article on corporate creativity).

That just about sums up conventional wisdom on "corporate venturing": the spawning of internal ventures by established companies. After successive waves of fashion since the mid-1980s, it fell out of favour in the mid-1990s, as the well-publicised experiences of a few companies, including CBS and Shell, seemed to show once again that "intrapreneurship" was rarely worth the effort and pain involved.

But this conventional wisdom is wrong on almost every count, according to a controversial book from Harvard Business School Press by two entrepreneurship professors. Called "corporate venturing", it re-analyses many studies on the subject.

Most large companies are certainly slow and clumsy. But the professors claim that quite a number has demonstrated that a fair proportion of new ventures can become profitable within two or three years if they are managed properly, and that as many as half can do so within six years.

More surprisingly still, the book claims that a like-for-like comparison between the record of corporate venturing and external venture capitalists shows that the latter do no better than corporations: about one in 10 investments turns out to be a blockbuster, while two or three yield mediocre returns, and the rest fail.

All this will startle anyone who remembers the spate of 1980s reports about the abysmal experience of individual large companies with internal diversification.

One should certainly be wary: the two academics, Zenas Block of New York University and Ian MacMillan of Wharton, are

larger study a full decade later, which suggested that more than 40 per cent of US ventures – a remarkable rate – had become profitable after less than three years.

Leaving aside the question of whether all the early performers in that survey would have remained profitable – in Biggadike's study, more than half did not – Block is right when he complains that companies are too ready to believe that a statistical study can be an accurate predictor of what will happen if they take a particular course of action.

As he says, that ignores the unique character of every company and every venture. Such studies can provide only general guidance. What matter are the circumstances of each case, and how well management tailors its practical actions to suit them.

It is here that the Block-MacMillan book is at its strongest. For instance, it advises companies to avoid in most cases the popular – but dangerous – step of housing ventures in separate divisions from the mainstream business.

Instead, says the book, they should frequently be placed within existing divisions, but sheltered from normal planning and control systems; otherwise they will be strangled. They should be given high-level sponsorship, but must also manage political relationships and expectations.

In trying to make their culture more entrepreneurial and venture-friendly, say the academics, companies should not follow the popular but ineffective "cultural transplant" route: trying to imitate the innovative cultures of creative giants such as 3M. Instead, they should develop their own unique brand of entrepreneurship by learning from their own past experience with innovation projects – failures as well as successes. A new venture is no less an experiment than one conducted in a scientific laboratory.

3M, Hewlett-Packard and a few other creative big companies have long shown that such careful self-eduation is vital for a giant which wants to avoid stifling its new ventures – and eventually consigning itself to oblivion.

Meet the business schools

INDIVIDUALS

The days when an MBA was the guaranteed passport to personal riches and an exciting new job disappeared with the recession. The world's most popular postgraduate business qualification is still widely admired, but increasingly, employers want to know where it is granted.

With more than 60 business schools offering courses in the UK alone – on top of a highly visible dozen in continental Europe and a substantial low-visibility tall –

individuals planning for the academic year starting next October are overwhelmed by choice.

Given that the cost of a 12-month full-time course could be as much as £25,000 – to which must be added lost earnings – their decision is likely to be a light one.

One way to survey the options is to look at one of the guides on the market. These include the Economic Intelligence Unit's *Which MBA? 22190*, *Which Business Qualification?* (Kogan

Page, 216.99), and the *Guide to Business Schools* published by Pitman publishing with the Association of MBAs (216.99 including post and packing).

Another way is to attend AMBA's forthcoming Going To Business School reception at the Institute of Directors in London on Monday October 18.

The event, which lasts from 4.30pm to 8.30pm, will be attended by 24 of the top UK schools, eight continental European institutions,

and eight North American.

Approximately 800 would-be MBA students attended last year; the turnout this year should be an indicator of whether the historic pattern of growth – interrupted in 1992-93 – is likely to be resumed in 1994-95.

Entry is free but pre-registration is requested using the freephone number of National Westminster Bank, the sponsor: 0800 227700.

Tim Dickson

PEOPLE

Jacomb and Norrington retire from Barclays

The first effect of the arrival of Sir Martin Taylor as chief executive of Barclays emerged yesterday when the bank disclosed that Sir Martin Jacomb, below left, one of its two deputy chairmen, and Humphrey Norrington, below right, one of its two vice chairmen, are retiring from its board.

The retirements are both linked to Taylor's arrival from January to take over the chief executive role from Andrew Burton, the bank's chairman. The bank need no longer maintain such an intricate structure of responsibility on its board to

counterbalance Burton's dual roles. Jacomb, who is 63 and a member of several other boards, stayed on as deputy chairman for a year at Burton's request, despite passing its retirement age of 62.

With Taylor's arrival Jacomb has taken the chance to leave Barclays, which he joined in July 1985, from the year end.

A signal of intentions emerged this week when Jacomb was named as chairman designate of Delta, an electrical engineering company. He already chairs the British Council and Postal Investment Management. His most vital role at Barclays was as the first chairman of its BZW investment banking arm.

Norrington's early retirement at the age of 57 follows his handing over senior responsibility for the bank's risk management this year to Sir Peter Middleton, its remaining deputy chairman. He has kept a role in risk management, as well as overseeing personnel and property management.

The bank said that Norrington, who joined Barclays in 1980 and became a vice chairman in March 1991 after being executive director in charge of



Watkins takes flight from Chrysalis

Nicholas Watkins has resigned as a director of Chrysalis, the music and media group, to head a management buy-out of its multi-media and in-flight television interests.

Watkins joined Chrysalis from Rank in 1988 to help it refocus its business. He has succeeded to the point where he does not feel Chrysalis has a place for him any longer. Its focus is now on the music business – which it re-entered last year – and on television broadcasting activities.

Watkins believes both sides of the business require managers with a creative background. "I'm more of a corporate suit," he says.

Chrysalis will keep 15 per cent of the company. Watkins is setting up to produce mate-

Bank of Ireland: Downes goes up

Margaret Downes has assumed the deputy governorship of the Bank of Ireland, Ireland's second largest clearing bank. She replaces Bernard Breen, who will continue on the court of directors until next year, when he retires.

Downes, 50, has sat on the bank's court (board) of directors since 1986 and is currently chairperson of Gallagher (Ireland). She holds a number of directorships, including the UK high street retailing firm Storehouse, and Ardagh, the Irish glass container manufacturer. She has also been a former president of the Institute of Chartered Accountants in Ireland, and a former president of the European Federation of Accounting Bodies.

The deputy governorship of the Bank of Ireland is a non-executive position. Under a review of court procedures in 1991 it was decided to reconsider the position annually.

Mr Ray McSharry, the former EC commissioner for agriculture, has been the latest addition to the court, having been appointed in March this year.

There is a limited amount of marketing opportunities available at the conference.

FT

FINANCIAL TIMES CONFERENCES

INTERNATIONAL PACKAGING AND THE ENVIRONMENT

London - 18 & 19 OCTOBER, 1993

The Financial Times second conference on the international packaging industry will look at the implications of legislation and the opportunities and problems facing the industry and its customers. Co-operation in the packaging chain, whether recycling or incineration is the way forward will be examined, as well as the opportunities for new uses of resources.

Speakers include:

The Rt Hon John Gummer MP
Secretary of State for the Environment

Mr Hans Alders
Ministry of Housing, Physical Planning & the Environment, The Netherlands

Mr Thierry Marraud
St Gobain Group

Mr Dermot F Smurfit
Jefferson Smurfit Group

Mr Walter Brinkmann
Coca-Cola International

Mr William Seddon-Brown
Waste Management International

Mr Michael C Coe
Lever Brothers Limited

Mr Clemens Stroetmann
Federal Ministry for the Environment, Nature Conservation & Nuclear Safety, Germany

Mr Yannis Paleokrassas
EEC

Mr Colin J Williams
SCA Packaging Business Group

Mr Matthias K Miranda
Frantschach AG

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London Securities eyes Hong Kong

London Global Securities, the city's strategic status amid the region's emerging markets.

"For every one who thinks 1997 is a problem, there are three who think it's an opportunity," said Mike Hiard, managing director of the London subsidiary and one of the firm's founders.

Beckmann was previously head of operations at Deutsche Bank Asset Management in Frankfurt. He will be supported in his new role by Katherine Pek, 31, formerly an operations manager with Morgan Stanley in Hong Kong.

London Global Securities employs 54 people worldwide and has offices in London and Greenwich, Connecticut. Its decision to set up in Hong Kong – just four years before the colony reverts to mainland China – was inspired by the

company's chief executive, Bob Dodsworth, has informed the board of his wish to retire in the near future. The company is seeking to recruit two further non-executive directors besides a new chief executive.

Dennis English

INTERNATIONAL PACKAGING AND THE ENVIRONMENT

TECHNOLOGY

For European retailers, the ability to attract customers and persuade them to buy is often regarded as an art. In the US, on the other hand, retailing is increasingly becoming a science.

What is the optimum ratio of sales staff to customers? How does pricing affect sales? Does a particular advertisement bring more people into the store?

These are topics which US retailers can now accurately measure, using the latest monitoring equipment combined with sophisticated point-of-sale software.

"Intuitively, we believed that all these things affected our business, but we couldn't prove it," says Phil Johnson, executive vice-president of human resources at Macy's department store, and formerly with Saks Fifth Avenue.

At Saks, Johnson installed the ShopperTrak system from Datatec to count the number of shoppers entering and leaving the store.

At its simplest level, the system was used to calculate peak traffic flows and, combined with information from the point of sale (POS) equipment, peak "conversion" rates - how many customers were persuaded to buy.

Simple as it sounds, such data were difficult to obtain using traditional manual counting methods - such as employees using "clickers" to count customers as they entered the store.

"It is one of the simplest

things in retailing - knowing how many people come into a store. But we've not had that information," says Jim Tener, senior vice-president of operations.

The company soon realised it needed different information and that ShopperTrak could help provide it. "Preliminary results indicated alarming evidence that, in addition to advertising, we needed to focus on more fundamental issues dealing with store operations, namely improving our emphasis on customer service and selling to the customer."

The system helps the store managers decide on strategic issues such as price reductions, how best to display items or whether demonstrating the use of utensils increases sales.

The effectiveness of these is calculated by measuring a base line and then assessing how that changes if a new factor is introduced. For Pier 1, this included changing the ratio of staff to customers and altering the times when staff cleaned or

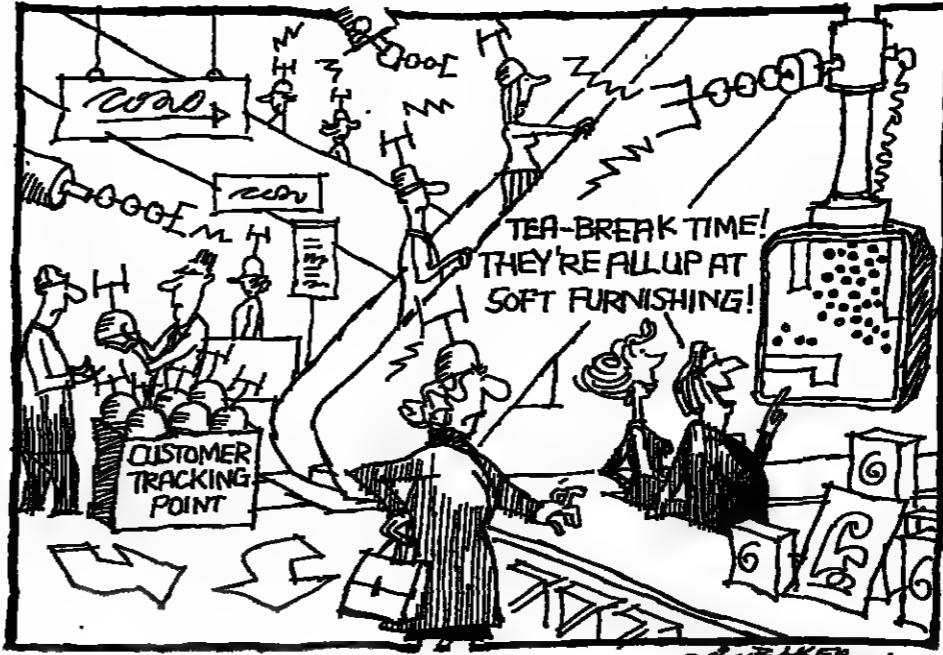
stacked shelves.

In one store in Toms River, New Jersey, the company experimented with changing the staff-to-customer ratios from a high salesperson presence of 5:1 to a low of 9:1. It decided the optimum ratio was 7:1 - above that conversion rates did not increase.

The company also wanted to evaluate how effective staff training was in increasing the conversion rate, explains Tener. Although the concept of sales training was devised by the managers themselves, ShopperTrak enabled the company to measure the effects of the training.

Using such techniques at the Toms River test site, Pier 1 managed to increase the conversion rate from 24.6 - just under one-quarter of shoppers made a purchase - to 28.1 per cent, which equated to a 14.2 per cent increase in turnover.

"The exciting thing to me is that we know exactly why it went up," Tener points out.



"We can measure cause and effect," Pier 1 plans to do more testing in its stores. Eighty of them already have the system installed and by the end of February 1994, between 150 and 160 of Pier 1's 615 stores will have ShopperTrak.

The financial payback is

easy for Tener to calculate, as each of the stores, with an average area of 9,000 square feet, has a single entrance.

With the systems costing \$4,000

(\$2,600) a time, Tener believes

each system will pay for itself

in less than a year.

At Macy's, the calculations are not so simple. It would be too expensive for the store to install equipment round every entrance to individual departments, and so conversion rates can only be measured throughout the store, not on a department-by-department basis.

At Selfridges in London, however, one tracking system has been installed over an escalator, which could result in a floor-by-floor count. In one discount store in the US, says Chris Carey, president of Datatec, systems have been

installed to enable the shop managers to count customers as they enter each aisle.

Nevertheless, Johnson saw positive results at Saks even when treating each store as a discrete unit. "Sales had a positive change simply by telling staff what the conversion rate was, how to improve it, and how it was improving. We got

a 2 to 3 per cent change in conversion rate for nothing."

Tener also noticed changes in attitude at Pier 1. "Our people developed a competitive environment. One shift tried to outdo another."

Johnson believes that in the future such systems could lead to changes in the way staff and stores are assessed. "Right now we measure everything on sales," he reports. But high-selling stores may have low conversion rates. The data from ShopperTrak should enable managers to analyse which stores need to produce higher conversion rates and which need to work on attracting more customers into the store.

Carey believes the equipment can bring further advances.

Worth Watching · Della Bradshaw



Multimedia on the move

Two Japanese notebook PC manufacturers, Panasonic and Toshiba, have launched portable "multimedia" machines, which combine text, graphics, sound and video in a notebook.

The Toshiba T6600C, based on an Intel 486 DX3 processor, has a 10-inch, 32-bit colour thin film transistor display supported by a graphics accelerator card. The T6600C comes with the Microsoft Sound System. It will retail for £5,899.

The Panasonic CF-V21P notebook has a tuner video pack, which allows TV stations to be displayed on screen. VCR or camcorder output can also be replayed.

The CF-V21P has been designed to offer a choice of models based around four different processors, which can then be upgraded or parts added. Panasonic: Japan, 6903 1121; UK, 0344 833915. Toshiba: Japan, 3 443 7171; UK, 0932 841600.

Green PCs turn the power off

Over the past six months several personal computer manufacturers have launched "green PCs" that use less electricity, writes Louise Kehoe. None, except IBM, has addressed the fundamental issue of encouraging PC users to switch off their machines when not in use.

"Rapid Resume", a feature incorporated in IBM's new line of PS/2 computers, overcomes the drawback of switching off. When the new PS/2 is turned off, the system automatically remembers what the user was doing.

When turned on again, the machine returns to the exact spot, eliminating the need to re-open Windows applications and find working documents. And if the user forgets to turn off, Rapid Resume will do it when the system has not been used for a pre-selected period. IBM: US, 813 945 3884; UK, 0705 321212.

Carrier bag that's very square

A revolution in carrier bags which involves cutting four holes in the plastic receptacle may sound unlikely. But the Saklok carrier, distributed by WBC Packaging of Tonbridge, Kent, believes it is exactly what is needed for carrying home a take-away pizza.

Because the corners of the square box sit securely in the holes of the Saklok carrier, the pizza arrives home as it leaves the shop.

The bag can also be used for carrying cake boxes or trays of garden plants. WBC: UK, 0732 810611.



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tages such as an appraisal system of managers' performance. To do that, the accuracy of the system is critical, says Johnson. "You're trying to get the people in the store to think in a completely different way, and you can only do that if they have confidence in the data."

The Datatec system uses vertical infra-red beams on a bar attached to the ceiling. Unlike horizontal beams, they are out of the reach of children, who often take pleasure in waving their arms in front of the beams to notch up the numbers.

Because the infra-red beam bounces back once it is broken by the person entering, the system can calculate the height of the object and eliminate from its count anything or anyone under four feet tall - children, prams or shopping trolleys.

ShopperTrak's software can calculate the number of "buying units" entering the store - a family, say - rather than just individuals. And it can combine its data with that from IBM POS systems to calculate conversion rates.

The latest software from Datatec has been designed for do-it-yourself stores or supermarkets and enables floor managers to predict when they will need to open another check-out lane.

The calculation is based on the number of customers entering and the average time it takes them to complete their shopping. The system is already in use in the US and is on trial at one UK supermarket.

In Europe, Carey sees the differing shopping habits as a challenge. In the UK, for example, conversion rates are much lower than in the US - in the high teens rather than the mid-twenties, says Carey. But so is the ratio of staff to customers.

While Pier 1 calculated that 7:1 was the optimum ratio in its stores, in the UK there are 30 or even 40 customers on average for just one shop assistant.

"In the US, somewhere along the line customers have demanded service," says Carey. "In the UK it's not even started."

Johson believes that in the future such systems could lead to changes in the way staff and stores are assessed. "Right now we measure everything on sales," he reports. But high-selling stores may have low conversion rates. The data from ShopperTrak should enable managers to analyse which stores need to produce higher conversion rates and which need to work on attracting more customers into the store.

Carey believes the equipment can bring further advances.

Multimedia on the move

Two Japanese notebook PC manufacturers, Panasonic and Toshiba, have launched portable "multimedia" machines, which combine text, graphics, sound and video in a notebook.

The Toshiba T6600C, based on an Intel 486 DX3 processor, has a 10-inch, 32-bit colour thin film transistor display supported by a graphics accelerator card. The T6600C comes with the Microsoft Sound System. It will retail for £5,899.

The Panasonic CF-V21P notebook has a tuner video pack, which allows TV stations to be displayed on screen. VCR or camcorder output can also be replayed.

The CF-V21P has been designed to offer a choice of models based around four different processors, which can then be upgraded or parts added. Panasonic: Japan, 6903 1121; UK, 0344 833915. Toshiba: Japan, 3 443 7171; UK, 0932 841600.

Green PCs turn the power off

Over the past six months several personal computer manufacturers have launched "green PCs" that use less electricity, writes Louise Kehoe. None, except IBM, has addressed the fundamental issue of encouraging PC users to switch off their machines when not in use.

"Rapid Resume", a feature incorporated in IBM's new line of PS/2 computers, overcomes the drawback of switching off. When the new PS/2 is turned off, the system automatically remembers what the user was doing.

When turned on again, the machine returns to the exact spot, eliminating the need to re-open Windows applications and find working documents. And if the user forgets to turn off, Rapid Resume will do it when the system has not been used for a pre-selected period. IBM: US, 813 945 3884; UK, 0705 321212.

Carrier bag that's very square

A revolution in carrier bags which involves cutting four holes in the plastic receptacle may sound unlikely. But the Saklok carrier, distributed by WBC Packaging of Tonbridge, Kent, believes it is exactly what is needed for carrying home a take-away pizza.

Because the corners of the square box sit securely in the holes of the Saklok carrier, the pizza arrives home as it leaves the shop. The bag can also be used for carrying cake boxes or trays of garden plants. WBC: UK, 0732 810611.

such as an appraisal system that managers' performance is critical, says John. "You're trying to get the right way to think in completely different way, and can only do that if they have confidence in the data." DataTec's system uses infra-red beams on a bar fixed to the ceiling. Unlike normal beams, they are out of reach of children, who take pleasure in waving their arms in front of the beams to notch up the numbers back once it is broken. The person entering the system can calculate the height of object and estimate from sound anything of an average four feet tall - children or shopping trolleys. CopperTrak's software can calculate the number of "boy-units" entering the store, say - rather than just visitors. And it can compare its data with that from other systems to calculate version rates.

The latest software from DataTec has been designed for yourself stores or supermarkets and enables floor managers to predict when they need to open another check-out lane.

The calculation is based on a number of customers coming in and the average time it takes them to complete their shopping. The system is ready in use in the US and trial at one UK supermarket.

In Europe, Carey sees the shopping habits as a challenge. In the UK, for example, conversion rates are much lower than in the US - in the UK there is more traffic rather than traffic, says Carey. But he is also of staff to customers. While DataTec estimates that it was the supermarket chain in the UK that first used even 400 tills in a single store, it is now using the same technology throughout Europe, upping the game.

He adds: "It's a new area."

Detail from the front right panel of the newly cleaned Wilton Diptych, the subject of the National Gallery's 'Making and Meaning' exhibition



Detail from the front right panel of the newly cleaned Wilton Diptych, the subject of the National Gallery's 'Making and Meaning' exhibition

ARTS

The Wilton Diptych remains enigmatic

In an age which has seen blockbuster exhibitions swell to ever more monstrous proportions, the National Gallery in London has pioneered series of modest shows which recognise how rewarding it can be to look hard and think about a single work. For the first in a new series, *Making and Meaning*, which again focuses on major works in its own collection, the spotlight is directed towards the Wilton Diptych in the aftermath of its recent cleaning and technical examination.

This small, portable altarpiece is one of the most refined and sumptuous products of the late medieval world. It is also one of the most enigmatic. Generations of scholars have debated who painted it, and why, and what it meant to those who first saw it. The purpose of this exhibition, which is supplemented by a small number of judicious loans of panels, manuscripts, sculpture, metalwork and jewellery, is to offer visitors the possibility of understanding a private and complex image. The temptation to tell them how to interpret it is scrupulously resisted.

Although the Wilton Diptych has the inevitability of a dream, its two halves make for a distinctly odd couple. On the barren earth of the left wing kneels Richard II of England, identified as such by his personal emblems of the white hart on his breast and the broomcode, or pods of the broom plant - the *plumbe genista* from which the Plantagenets took their name - faced around his neck. The three figures standing behind him - Edmund, king and martyr; Edward the Confessor and

John the Baptist - act as intercessors and have been carefully chosen for their personal significance for the monarch. The frieze of saints is remarkable for its evenly distributed verticality while the profile portrait of the king has all the depth of a playing card.

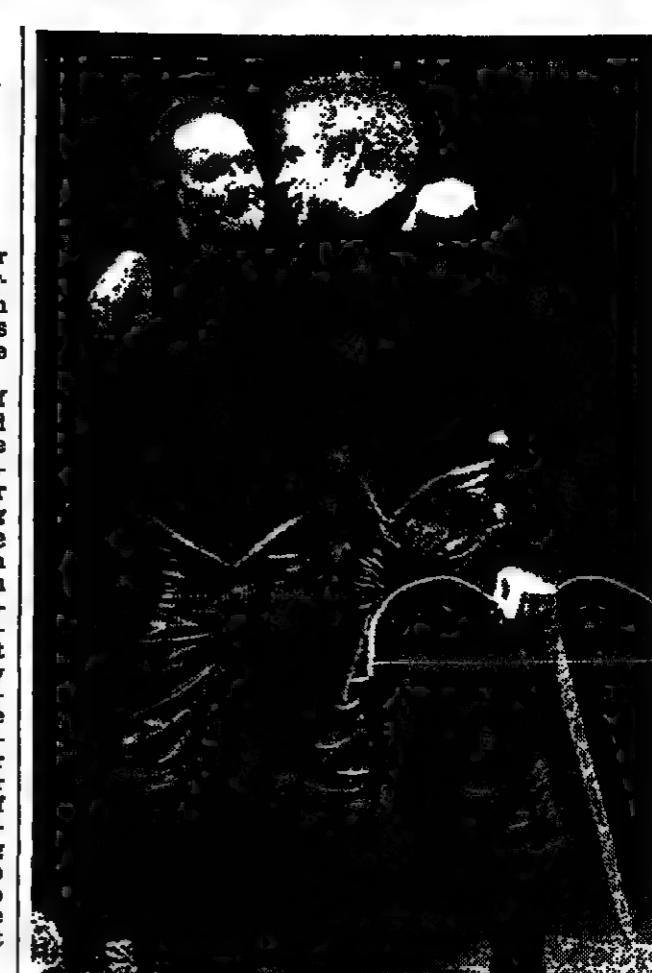
The crowded panoply of the right wing could hardly be more different. Here the Virgin stands cradling the Christ Child in a paradise garden, supported by a company of angels who, wearing broomcode and white harts, seem to have been levered by the King of England rather than the Queen of Heaven. Arms crossed, wings fluttering, seven of them form a backdrop to her, while four more ring her round. This image is the epitome of a manner of painting that was swept away by the Renaissance and the discovery of perspective, but here too there is pictorial space.

The narrative link between the two is provided by the white banner embazoned by the red cross of Christ's Resurrection which is also the banner of St George. Its pinnacle is a silvered orb and that too alludes to England. Recent cleaning has revealed that it contains a minute representation of a green island, a white tower with two turrets, and a boat in full sail. It is hard not to read it as "this sceptred isle... and precious stone set in the silver sea" of John of Gaunt's speech in Shakespeare's *Richard II*.

This is no standard image of a donor being presented to the Virgin by his patrons. Rather, it appears a carefully orchestrated expression of Richard's notion of the divine nature of

Susan Moore

Sponsored by Esso UK plc, at the National Gallery until December 12, admission free.



Martin Head, Achates, and Kevin Costello, Aeneas

Theatre/Malcolm Rutherford Marlowe's Dido, Queen of Carthage

There is a school of thought which believes that if Christopher Marlowe had not died young - at the age of 29 in 1593 - he would have surpassed even Shakespeare as a dramatist. On quantity perhaps; on quality I doubt it.

It may be unfair to accuse Marlowe of lacking a sense of humour, since he concentrated on writing tragedies. What he certainly lacked was Shakespeare's sense of variety, but he wrote some of the most magnificent blank verse in the English language.

There is another claim that should be treated with scepticism. Stage One Theatre Company says that theirs is the first professional production of *The Tragedy of Dido, Queen of Carthage* for 400 years. That sounds a bit like the crime figures: not everything is recorded. There must have been some productions, somewhere.

Yet one can see why there may not have been very many. *Dido* was probably Marlowe's first play - no-one is quite sure of the date and there may have been some collaboration with Thomas Nashe. As a drama, it is not the most gripping. It relies heavily on Virgil's *Aeneid* and has some excessively long speeches, though one of them is specifically condemned by no less than the Prince of Denmark in Shakespeare's *Hamlet*. The quality of the verse is on a learning curve, from a pretty low starting point. Take, for example, the bathetic early lines of Aeneas: "Achates, 'tis my mother that is fled; I know her by the movings of her feet."

One cannot say much for the ending either, when Aeneas who has fled and everyone else to speak of is dead on stage. Shakespeare would have left someone behind to tell the story. Nevertheless, *Dido* has

Marlowe's stamp on it, is an interesting part of his development as a dramatist, and it is enterprise of the Stage One Company, directed by Michael Walling, to have revivified it.

My own main impression is how rapidly the verse matures as the play goes on. There is a great deal of feeling in some of Dido's last lines, some of it foreshadowing the uniqueness of Marlowe at his best. For instance: "And all the world calls me a second Helen, For being entangled by a stranger's looks."

On the other hand, one cannot speak for other people. My daughter said that she preferred the first half because she had never seen anything like it before. The second half merely reminded her of what a good play is *Antony and Cleopatra*. Up to a point she was right, yet without *Dido* Shakespeare may not have written *Antony* the way he did. There are some remarkable parallels between Dido's and Cleopatra's femininity.

The experience is more educational than entrancing. I doubt if even the best acting in the world could make much of the piece as a whole. As it is, Kevin Costello plays Aeneas with a touch of the ham, which is probably the best way of doing it. Julie Saunders' Dido gets better as tragedy approaches and with the maturing of the verse.

There is the definition of a pretentious programme note by Inga-Sofia Ewbank, who is a professor of English at the University of Leeds. It ends: "The professional stage has fought shy of this play for nearly 400 years: it may not be coincidental that it now returns in the year when we have learned to speak of former Yugoslavia".

Emmeline Theatre, NW1 until October 23. (071) 723 4400



Marvellous as ever: Niels Bjorn Larsen and Henriette Muus in 'Coppelia'

moment Larsen speaks to us. His playing is a marvel of timing, each gesture phrased and placed with subtlety and understanding, each moment bright with a psychic energy as lively as his still astonishing physical resource. He tells us the truth, both comic and, at

the last, tragic, about Coppelia. It is rare theatrical art, and as with the motto over the proscenium of the King's Theatre - "Not for pleasure alone" - it has moral dignity, because of the humanity that inspires the reading.

At the end of the evening

there were cheers, flowers, presents, hats thrown in the air, embraces. We were saluting a superb performer who has embodied the ideals of his theatre throughout an illustrious career - and, most happily, continues to do so.

Donghi was much-lauded in the 1930s. Today, his static and maniacally detailed portraits come across as merely curious. Ends Nov 7. Closed Mon. S Michele a Rita Borghese Collection: works by Titian, Caravaggio, Rubens, Raphael and others, on show in this deconsecrated church while the villa in the Borghese gardens is being restored. Ends Dec 31. VENICE Palazzo Grassi The Unknown Modigliani: 430 drawings. Ends Jan 4. Daily Fondazione Cini Francesco Guardi: 50 works by the 18th century veduta painter. Ends Nov 21. Closed Mon. VIENNA Künstlerhaus Czech Modernism 1890-1918: 250 works examining the historical transitions and continuities in fin-de-siècle Czech art, and illustrating how artists of the period responded to and assimilated Symbolism, Cubism and other international influences. Ends Nov 2. Daily Albertina Landscape in the Century of Rembrandt. Ends Nov 14. Daily WASHINGTON National Gallery of Art John James Audubon: 90 watercolours by the 19th century naturalist-artist. Ends Jan 2. Cesareo Venus: Giambologna's marble masterpiece (c1583) is the centrepiece of an exhibition focusing on the female nude. Ends Jan 17. Louis Comfort Tite: 74 prints and drawings by the turn-of-the-century French painter and draughtsman. Ends Feb 21. Walters Art Gallery Artists of Rococo. Ends Feb 6. Closed Mon.

Ballet/Clement Crisp

Niels Bjorn Larsen at 80 storms the stage as Coppélus

Niels Bjorn Larsen was born on October 5, 1913. His entry in ballet dictionaries identifies him as a Danish dancer, ballet-master, choreographer, artistic director of the Royal Danish Ballet for more than a decade, and "the company's most distinguished mime". What must now be added to this curriculum vitae is that on Tuesday night, to celebrate his 80th birthday, he once again stormed the "Old Stage" of the King's Theatre as Doctor Coppélus. And he was marvellous as ever as a devoted observer of his art, I would venture, "more marvellous than ever" - in a role he has danced for 48 years.

The tradition of mime performance is one of the glories of the Royal Danish Ballet. The Bournonville repertory has depended upon a framework of "natural" observation to set off the grand dance sequences. The life of a location, its bustle and character, its crowds and the bright interplay of personalities, fascinated Bournonville, and his ballets were often souvenirs of places he visited - Paris, London (he made a piece about the Crystal Palace exhibition), Bruges, Moscow, and, supremely Italy, which he adored. (His *Napoli* is

as true an aspect of Danish nineteenth century art's fascination with the sunlit south as the paintings of Marszand.)

It is showing this local colour to us that Danish dancers and mime artists have, across the years, become so expert, so truthful in their playing, and Danish ballet itself has gained so greatly in distinction. (That the Dances also dance with such joyous grace is the vital part of Bournonville's bequest to his heirs).

Niels Bjorn Larsen has been one of the exemplars and beacons in this tradition of dance-acting. We were fortunate in London, during Peter Schaufuss' years with English National Ballet, that Larsen was a frequent guest - his *Madame in La Sylphide* is, for me, the definitive reading of the role, terrifying in malevolence and power, and with a nice edge of venomous humour. We first saw him in London 40 years ago, when the Royal Danes made their first big tour; then, as now, he gave his roles a weight, an intensity of observation, so that character seemed wholly and marvellously alive.

For his 80th birthday performance - and it is certainly not a farewell: he has much to do, and much still to

show us - he returned to a role he has made his own. The Danes' staging of *Coppélus* tells a credible story of peasant love in a believable setting - this might well be Galicia, rather than the usual Ruritania. It is also unlike other versions in text: the choreography has developed over the years from the turn of the century. It is, in its present happy revival by Frank Anderson and Anne Marie Vessel, jolly and coherent in its folk style - you sense that these villagers have seen a plough, unlike the usual droves of balletic toilers whose hands have been dirtied by nothing more than a window-box.

The production is wise, and heart-warming. The celebrated sequence when Swanilda tests her beloved Frantz' fidelity by the rattle of seeds in an ear of corn, is replete with feeling. Henriette Muus and Lloyd Riggings were the lovers on Tuesday night - sprightly and sweetly sincere in feeling. But, of course, we were there to see Niels Bjorn Larsen, and he was tremendous. The characterisation treads, and with what finesse, a narrow path between eccentric comedy (the old chap, Coppélus, that is - is forgetful, and given to antic bursts of activity) and wild dreams of magic. At every

moment Larsen speaks to us. His playing is a marvel of timing, each gesture phrased and placed with subtlety and understanding, each moment bright with a psychic energy as lively as his still astonishing physical resource. He tells us the truth, both comic and, at

the last, tragic, about Coppélus. It is rare theatrical art, and as with the motto over the proscenium of the King's Theatre - "Not for pleasure alone" - it has moral dignity, because of the humanity that inspires the reading.

At the end of the evening there were cheers, flowers, presents, hats thrown in the air, embraces. We were saluting a superb performer who has embodied the ideals of his theatre throughout an illustrious career - and, most happily, continues to do so.

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Pakistan's general election, called to break prolonged political deadlock, has failed to produce the desired result.

Ms Benazir Bhutto, the former prime minister, has defeated her bitter rival and successor in office, Mr Mohammed Nawaz Sharif. But, with just 86 seats in the 217-member national assembly, her Pakistan People's Party lacks an overall majority and must seek other parties' support.

Ms Bhutto's margin of success seems too narrow to assure Pakistan of the stable government it needs if it is to solve its political, social and economic difficulties. As one senior former minister said yesterday: "A hung parliament is a political and economic disaster."

The main consolation is that the poll was completed with little of the bloodshed which often accompanies Pakistani elections; thanks to army supervision, it was also largely free of vote-rigging. The verdict therefore seems to be a true reflection of the people's wishes. The pity is that the result gives the winner a difficult hand to play.

Ms Bhutto's delicate position is the consequence of long-term army involvement in politics. Born out of the bloody partition of India, Pakistan has always lived in the threatening shadow of its huge neighbour. The army has dominated public life and military dictators have ruled Pakistan for 24 out of its 46 years in existence. Of its civilian prime ministers only one has completed a five-year term - Ms Bhutto's father, Zulfikar Ali Bhutto, the feudal landowner from the southern province of Sind.

Hopes were high that Ms Bhutto could follow his example when she first took power in 1988 after the death of the dictator General Zia Ul Haq. But the army and bureaucracy's refusal to co-operate, combined with her own mishandling of relations with the military and the president, Mr Ghulam Ishaq Khan, brought Ms Bhutto down in 1990. Mr Sharif, an industrialist hand-picked for government by the army, ran into the same trouble this year and was forced to resign by the generals.

Ms Bhutto's prospects of establishing power more firmly this time rely primarily on creating better relations with the army and with the bureaucracy headed by the president. She believes her chances are better because the generals are no longer as hostile as in 1988. The new army chief of staff,

A second bite at the apple

Stefan Wagstyl on Benazir Bhutto's election success



Associated Press
Benazir Bhutto: poll victory gives her a difficult hand to play

General Abdur Waheed, who took office in February, is considered relatively unpolitical.

Also, Mr Khan, the president who opposed her in 1988-90, was this year sacked by the army at the same time as Mr Sharif for his part in causing political chaos. A new president will be elected in polls in November. Ms Bhutto said in a recent FT interview: "The [power] structure that was there has mercifully changed quite radically today."

However, what has not changed is the mutual hostility between her and Mr Sharif, whose Pakistan Muslim League (Nawaz) party (PML) will form the opposition. Their hostility to each other poisons the atmosphere and distorts decision-making. For example, both leaders promised voters constitutional amendments to reinforce the prime minister's powers. But Mr Sharif is now unlikely to co-operate in a move which would only strengthen Ms Bhutto.

Ms Bhutto's last government was also hampered by conflicts between the federal authorities in Islamabad and Punjab, the richest and most populous of the four provinces and the heart of Mr Sharif's power.

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to ease a foreign exchange crisis caused partly by Mr Sharif's profligacy and by last year's floods. These have led to a slowdown in economic growth from an annual average of 6 per cent to just 3 per cent in the year to June 1993. Mr Qureshi's IMF-approved programme consists of devaluation combined with raising revenues by introducing agriculture taxes, clamping down on corruption, and squeezing tax dodgers, defaulters on loans from state banks and non-payers of utility bills.

Ms Bhutto pledges to continue with Mr Qureshi's programme, including the agriculture tax, though she has expressed reservations about his proposals for its implementation. But her conservative, landowner-dominated party may drag its feet on this and other measures. Many of Mr Qureshi's measures are implemented via ordinances which will lapse unless confirmed by the national assembly.

Public finances are burdened by military spending and debt repayments which together absorb about three-quarters of the budget. Since neither can be easily cut the chief route to stabilising public finances is through raising revenue, as Mr Qureshi has recognised. The hurdle is the belief of many politicians that the rewards of office include personal enrichment. This disregard for the law has given rise to a black economy estimated to be half the size of the official one.

It is difficult to see how Pakistan can generate enough funds for education, health and other social programmes without bringing more of the black economy into the tax net. Without better education, improved health and population control will be largely unachievable. Ms Bhutto's PPP is the self-proclaimed party of the poor; it remains to be seen whether they benefit from her rule.

As for international relations, Ms Bhutto sees rebuilding ties with the US as a top priority, including addressing Washington's complaints about alleged state terrorism, the nuclear programme and Pakistan's international isolation increased due to worry over its nuclear programme - a concern which prompted the US to cancel aid. Ms Bhutto says her first priorities now are promoting economic growth and ending Pakistan's isolation.

Her economic options are limited by the decisions taken by Mr Moen Qureshi, caretaker prime minister. Mr Qureshi has been forced to seek emergency loans from the International Monetary Fund

When provincial polls are held on Saturday, it seems likely that Punjab will stay in Mr Sharif's hands.

Mr Sharif, Pakistan's first businessman-prime minister, has left behind a mixed legacy. He promoted economic deregulation, foreign trade and investment. But his policies were marred by over-spending on projects such as a \$1bn motorway, over-borrowing, and an upsurge in corruption.

Also, the end of US and Soviet involvement in the Afghan war left Pakistan almost alone in coping with the effects of the conflict - including continuing fighting in Afghanistan and the spread into Pakistan of arms and drugs. Pakistan's international isolation increased due to worry over its nuclear programme - a concern which prompted the US to cancel aid. Ms Bhutto says her first priorities now are promoting economic growth and ending Pakistan's isolation.

Her economic options are limited by the decisions taken by Mr Moen Qureshi, caretaker prime minister. Mr Qureshi has been forced to seek emergency loans from the International Monetary Fund

Joe Rogaly

The Tory jungle book



The Conservative party conference has not been a total shambles - so far. There is still the little matter of the prime minister's speech this afternoon, but we have been trained to have low expectations of that. We are unlikely to be disappointed. If Mr John Major had his way the leader's speech would be bated as routine, not a matter of political life or death. As he is apt to remark, Lincoln received poor early notices.

Mr Major is painfully aware that he plays best in sitting-rooms; that he has not developed the knack of communicating from a remote platform to a large audience. Curiously, the same may be said of Mr Kenneth Clarke, the man got up by the press as the pretender. In private or talking informally to a small group Mr Clarke is excellent: persuasive, open, unafraid to take any direct question. Give him a speech to read and his best friends will tell you that he lacks the musical ear, the knowledge of when to pause and when to emphasise, that mark the orator.

Unlike the prime minister, the chancellor usually knows what to say. "Any enemy of John Major is an enemy of mine," he told the conference yesterday. Afterwards, briefing the media, he reminded us of the prime minister's remark, recorded here last week, that he would go into the jungle with Mr Clarke and not be afraid to turn his back. Not to be outdone, the man who is safe in the jungle said that he, Clarke, would be unafraid to turn his back on Mr Major in the dark. The harsh truth is that when you have spent a week among the beasts of this

particular jungle, you wonder that they do not all wear double-thick suits of armour.

The affecting pair-bonding of the prime minister and his chancellor might offset some of the disunities that have marred the conference. The disparaging remarks about Mr Major attributed to Lady Thatcher have done the usual damage, but less than last time, which was less than the time before. Before too long there will be nothing left but a handbag in an empty hall.

Conscious of their role as a TV studio audience, the assembled party workers in Blackpool have exerted themselves to persuade us that the Tories are united. The trick does not

always work. Last year we witnessed a televised drama of a party in disarray, particularly when Lord Tebbit led his anti-Maastricht rabble into the chamber and directly challenged the prime minister.

This year every entrance of the prime minister, every reference to loyalty has been loudly applauded - only slightly less loudly, perhaps, than one speaker's attack on the media. Erecting a facade of unity is not the only purpose this year's conference is supposed to serve. Saving Mr Major's skin apart, the ambition has been to re-establish the Conservatives as the guardians of law and order and the least-worst managers of the economy.

On Wednesday Mr Michael Howard disregarded 14 years of Conservative failure to control crime and sought to appear tough without succumbing to the calls of one favoured speaker for flogging, hanging, castrating and permanently

incarcerating criminals. His proposals, some of them sensible, ignore the social causes of crime, and do little to reassure us that fewer women will be raped, fewer houses will be burgled, fewer cars robbed.

They merely position the Tories in a political marketplace that has moved rightwards. The price may be the wrongful conviction of a few unfortunate on the grounds that they did not or could not answer questions on arrest, but that appears to be regarded as a small price to pay.

Yesterday the chancellor sought to persuade the electorate that the hole the government is in is of foreign origin. "The recession has affected the whole of the industrialised world," he protested. His purpose was to prepare party and public opinion for a budget and public spending package that is likely to be less stringent than

currently implied, while protecting the Conservative government from blame for getting the public finances into such a mess. He archly congratulated Lady Thatcher for her role in 1981, when tax increases were imposed in the name of sound money. The Tory tax bombsHELLS due to rain down on us next year, including the highly unpopular value added tax on domestic fuel, were three times credited to his predecessor.

In this way, blame for anything Mr Clarkes may impose in November is minimised. The chancellor has amply demonstrated his skill at political discourse. We will be able to assess his skill at running the Treasury when he presents his budget and spending proposals in 53 days' time. Until then,

Michael Portillo has emerged as the Tom Cruise of the cabinet: absurdly young, and extremely dangerous

LETTERS TO THE EDITOR

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Rescue culture needs law changes

From Mr Stuart D Hollander.

Sir, I am delighted that the vexed question of UK law in respect of insolvencies is beginning to get the airing it deserves in view of the many unnecessary receiverships which have robbed shareholders and creditors and weakened the UK's industrial base. Robert Rice's article "Towards a rescue culture" (October 5) is an enlightening contribution to the debate.

Whether or not the 1986 Insolvency Act is working depends on your definition of "working". As the article points out, the intent is not being fulfilled. This is particularly the case in rescues or recoveries, where the management is trying to turn round the company, but continues to be excluded along with the owners/shareholders by banks in pursuit of a quick run for their money.

This malpractice almost inevitably takes place at the time when the foundations of a turnaround have been laid. Such was the case in the recent demise of a quoted clothing group of which I was

chairman (Junkeld Group plc). I know we are not alone.

The article does not mention that the law permits a bank under the terms of its debenture to put its own short-term interests on the table and ignore recent investment by shareholders and the security of creditors.

These interested parties will have been encouraged by the bank's initial support for the refinancing process, the kernel of the "rescue culture", and possibly by its position as shareholder.

It must be in the interest of all those involved in the risk ventures necessary for the country's industrial success for legislators to give shareholders and creditors an opportunity to negotiate a less lethal attack than receivership, if, in their combined judgment, it is likely to lead to the successful continuation of the recovery.

The absence of that opportunity seems to be the essential difference between the American and British environments. "Mutual obligations" might provide a suitable framework within which the necessary

legislation could be developed.

The article did not refer to the fact that the use of the same company as both investigating accountants and receivers has, in many cases, increased the likelihood of the receivership route and the inherent conflict of interest the practice creates. This custom needs to be outlawed in the interests of objectivity and a "rescue culture".

I hope that the lessons learned from the current state of avoidable receiverships will be used by the authorities to amend the regime. This would help in the creation of the so-called "rescue culture" and should be designed to afford some protection, or at least sufficient time, for those brave enough (or foolish enough under the current rules of the game) to take on the responsibility of corporate rescue work.

Stuart D Hollander,
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Expanding company audits

From Mr George Lapsley.

Sir, The recommendation of the working party of the Institute of Chartered Accountants in England and Wales ("Confidential internal controls", October 2) relating to the proposed audit of internal financial controls adds fuel to the debate about the statutory obligations of companies to report to shareholders.

This emphasis on reviewing internal financial controls may well be justified and certainly accountants would welcome further statutory underpinning of their fee income.

But what about other activities and operations in a company? Should there not be a statutory requirement to report on marketing, quality, product development, research and development, manufacturing? Are these not just as important to the health of a company as financial controls and possibly of even greater significance to shareholders and investors?

There must be many organisations with sound financial controls which face a difficult future because they do not have the right people or the right strategies.

Carefully these sorts of issues are of fundamental importance and need to be dealt with in annual reports in a manner which is meaningful while not giving undue commercial advantage to others. Perhaps non-executive directors should be playing a part? They may be the people to take responsibility for an independent "health check", reinforced by some statutory realignment of their responsibilities which also protects them with respect to other directors on the board.

My self-interest is evident, provided of course such "health checks" are undertaken by suitably qualified management consultants who are members of this institute. But such self-interest is no worse than that which prevails when the bodies that fulfil a statutory obligation are seen to influence its scope.

George Lapsley,
*President,
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Rejecting the benchmark

From Mr Stuart Fowler.

Sir, Barry Riley is topical and accurate ("The time has come to cut Japan down to size", October 6) in reflecting the frustration felt by many managers of international equity portfolios with the high and fluctuating proportion of the total international market capitalisation that Japan represents, particularly when investing outside the US. However, pension fund trustees have heard this before and I believe they are shy of letting managers blame the benchmark for their performance.

The reason trustees are frustrated with managers' frustration is that they know two things about Japan which they find hard to reconcile. First, its valuation basis, by any measure, has altered radically in recent years (from boom to bust) would probably sum up most images of its recent stock market history. Second, with few exceptions, managers appear not to have altered their exposure to Japan significantly during this period. This observation is supported by the evidence of performance measurement universes, on both sides of the Atlantic.

The absence of dynamic responses to changing country valuations is a form of "closet indexing". Because the majority of returns in an international equity portfolio are explained by country decisions regressions of randomly constructed portfolios since 1980

show over 80 per cent of portfolio variance is explained by country exposure), trustees may wonder whether they are paying an active fee for the wrong type of activity.

It is easy to exaggerate the effects of country concentration in an international portfolio. For instance, for a US-based international investor (for whom the Japanese decision is dominant) with as much as 20 per cent in non-US markets, the effect of holding the index with nothing in Japan compared with a full index weight would have been to reduce the volatility (standard deviation of annual returns) of the entire portfolio since 1973 by 0.1 per cent.

Compared with the lost opportunities from genuinely active management of the country exposure based on a sensible and consistent valuation discipline, excuses about the benchmark should cut no ice with trustees. Their best solution to the problem of assessing the short-term performance of managers lies in trying to understand what managers have done with their opportunities, a process in which the long-term benchmark should make only a small contribution.

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Goode and bad

From Mr Roger Urwin.

Sir, There have been two letters recently (October 2 and 4) expressing the view that the Goode committee's proposals do not have any negative implications for pension funds' exposure to equities. It is asserted that derivative instruments can be used to "avoid a substantial shift away from equities" while giving sufficient protection against a fall in the market leading to a failure to satisfy minimum solvency standards.

We agree that derivatives will play an important part in providing this protection, but disagree that their use does not alter equity exposure. Derivative instruments used in this context simply provide a less transparent means to reduce equity exposure. This is clear when one considers that investors on the other side of the put option contracts involved would be selling equities.

Roger Urwin,
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Redgate, Surrey RH2 9PQ*

FT assumes a comic outlook

From Mr Roger Cooper.
Sir, The battle of words reported by Observer ("Top of the pops", September 24) reminded me of my years in solitary confinement in Iran when there was all the time in

the world for anagrams. I discovered to my dismay that the FT was "semi-infantile chat". Roger Cooper,
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FINANCIAL TIMES

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Mr González talks tough

MR FELIPE González appears to have changed tack. After weeks of fruitless negotiations with Spain's trade unions over proposed budget cuts, labour market reforms and wage ceilings, the Spanish prime minister declared this week that his minority government would try to impose the changes anyway. But whether Mr González can fulfil this threat, and make his reforms stick, is quite another matter. Tough words and confrontational actions may cheer the financial markets, but they will not necessarily deliver the fall in wage inflation upon which sustained recovery depends.

Mr González has reason to feel frustrated. The collapse of the hard exchange rate mechanism, the focus of his economic policy, has exposed the seriously depressed and distorted state of Spain's economy. But it has not yet prompted Spain's labour leaders to agree to the kind of reforms in the country's anachronistic and inflexible labour market upon which growth depends.

Wage inflation is the immediate problem. Despite Spain's persisting recession and an unemployment rate of 22 per cent, core price inflation is stuck at 5.6 per cent while wage inflation remains above 7 per cent. Slow growth and rising spending on public sector wages and benefits mean that the budget deficit will grow to 6.2 per cent of gross domestic product this year, once again outstripping last year's over-optimistic target. Meanwhile, these persistent wage pressures continue to persuade the Bank of Spain that keeping short-term interest rates in double figures is necessary, despite the devalued peseta's newfound stability. This is crushing domestic demand and adding to the government's budgetary woes.

At the root of the problem lies the restrictive nature of Spanish

labour market regulations. There may be a happy medium between over-regulated continental Europe and America's hire-and-fire culture, but Spain is very much at the regulated extreme. Its notice and severance pay requirements are restrictive even by European standards. The result, in addition to persistent wage pressure, has been a rise in the percentage of Spanish workers in unprotected temporary jobs, from 14.2 per cent in 1987 to 31.1 per cent in 1991, over twice as high as in any other OECD country.

At last, Spain has a government which appears willing to address these deficiencies. Last week, finance minister Pedro Solbes announced a plausibly tough budget, which projected a deficit of 5.7 per cent of GDP next year by assuming that the government could impose a civil service pay freeze and limit next year's pension increases. Meanwhile, Mr González says he will unilaterally push through a liberalisation of the hire-and-fire rules and a shift towards plant level bargaining.

But Mr González is playing a risky game. While looser labour laws are a necessary condition for renewed employment growth, the key to his budget and employment hopes is economic recovery. This means lower interest rates soon which, in turn, require a rapid moderation in wage inflation. But the British evidence does not suggest that either deregulation or a shift to plant-level bargaining will deliver lower wage inflation, certainly not when the reforms are first introduced. Back in August, Mr González was right to seek to negotiate a wage pact to cap average private and public sector wage inflation over the next three years. The wage pact remains the key to rapid interest rate cuts. It is too early to give up the search for consensus.

Securitisation

BRITAIN'S BANKS are showing strong interest in "securitisation". The process, common in the US, involves selling packages of mortgages, personal loans and the like to third-party investors in the form of bonds. Yesterday's £250m issue of securitised personal loans by Barclays Bank followed a £200m issue of mortgaged-backed loans by National Westminster last week.

It is easy to see the advantages to financial institutions of selling on their loans. Securitisation shifts the risk of default to the new investors, so freeing up capital which banks can use to make other loans. But is the process also beneficial to borrowers and the wider economy?

Some borrowers may experience an initial queasiness at the thought that the ultimate owner of their mortgage is not the high street bank from which they originally borrowed but an anonymous Belgian dentist or multinational oil company. Could the new owners jack up interest rates or take a tougher line in the case of arrears? Such concerns are unfounded. Under a typical securitisation deal, the original lender continues to manage the relationship with the borrower, and commits itself to treating securitised loans in exactly the same way as ordinary loans. A Barclays or a NatWest would have no incentive to crack

down especially hard on borrowers whose loans it had securitised as that would damage its reputation without enhancing profits.

Another concern is that securitisation may simply be a clever piece of financial engineering, artificially driven by regulation. The reason for being suspicious is that the banks' main motive for securitisation is to get loans off the balance sheet and hence avoid onerous capital adequacy requirements imposed by the Bank of England.

While it is impossible to dismiss this concern entirely, the Bank's capital adequacy requirements seem sufficiently flexible to avoid such capital market distortions.

Moreover, securitisation could provide real macroeconomic benefits by promoting a more efficient capital market.

Traditionally, banks both originate loans and carry the risks associated with them. Investors, on the other hand, have no way of investing directly in mortgages or other personal loans. The best alternative is to invest in a bank, but that carries all sorts of other risks they may not wish to bear.

Securitisation allows banks to concentrate on originating loans and the ultimate investors to select more precisely the type of assets they wish to buy. The overall upshot could be lower capital costs and a greater pooling of risk.

All-Share changes

WHEN the FT-Actuaries All-Share index first saw the light of day in 1982, it contained sectors such as shipbuilding, rubber manufacturing and discount houses.

Thirty years later, the British economy has changed greatly, thanks to the growth of service industries, the decline of manufacturing, and the privatisation of utilities. The indices that carry the FT name have changed too, and from January 1994 they will change again with the introduction of such new industry sectors as gas distribution, medical auxiliaries and support services.

The work of reclassification is huge. It has been accomplished largely as a result of a partnership cemented last year, between the Financial Times, the Institute and Faculty of Actuaries, and the London Stock Exchange. This agreement gives the FT-SE 100, the All-Share and the rest of the shared family of indices a consistent set of rules, overseen by independent committees of market participants.

One of these groups, the FT-SE Actuaries Industry Classification Committee, has carried the burden of re-assessing the industry sectors for the UK market.

They have achieved three significant improvements. First, each individual industry sector has been redefined to meet the activities of today's companies, rather than those of yesterday. Second,

the stock exchange's much more detailed classification has been incorporated into the new conceptual framework, so it now forms the bottom tier of industrial "sub-sectors". Third, the old "economic groups", the broad industrial categories such as capital goods, the consumer group, the industrial group and so on, have been radically overhauled, to yield groupings which cluster together industries that move in step through the economic cycle.

Not every one will be happy with the changes, at least at first. Some companies will dislike their new homes; some investors will be unhappy at the loss of familiar sectors. The committee is happy to listen to those companies which believe they have been misclassified. And back histories of the new sectors, already calculated, give the new classification an instant pedigree. Most important, perhaps, the reclassification is based on a consistent set of principles, now published explicitly. It reflects the desire to make the governance of the indices transparent and independent.

The sponsors of the indices - the FT, the stock exchange and the actuaries - are keen to acknowledge their debt to the people who did the work, the members of the classification committee. The investment world will benefit from their efforts for years to come.

In a secluded hotel outside Brussels, European Community finance ministers gather today for a strategy meeting that could also represent a session of revelatory group therapy. For the first time since the summer monetary crisis which led to the virtual collapse of the European exchange rate mechanism, the ministers will discuss what went wrong, and what happens next.

Although French and Belgian politicians have made intermittent statements blaming "Anglo-Saxon speculators" for the currency unrest, the public debate on the lessons of the July-August debacle has barely begun.

But in private, there has been plenty of hard thinking about the future of European monetary co-operation and the goal of economic and monetary union.

The question is whether the EC has the political will to chart a new course to restore confidence in the project for economic and monetary union - or whether European currencies will continue to drift apart.

The emergency agreement on August 2 on wider 15 per cent fluctuation bands in the ERM brought the EC a breathing space after the successive currency upsets since autumn 1992.

Mr Helmut Kohl, the German chancellor, has forecast a slippage of "a year or two" in the Maastricht timetable. The Bonn government and the Bundesbank, however, maintain that the band widening leaves the EC fundamentally on track for the Maastricht aim of achieving EMU by 1997 at the earliest and 1999 at the latest. In spite of discomfort in Paris over the weakening of the French franc's link with the D-Mark, this view is backed by the French government.

Mr John Major, the UK prime minister, has struck a jarring note by suggesting the ERM plan has "all the quaintness of a rain dance and about the same potency" - a statement which has caused irritation in the EC Commission in Brussels.

In some German business and financial circles, there is agreement with Mr Major's view that the Maastricht timetable is unrealistic - but this is a long way from the official line in Bonn.

One point seems to be undisputed: there will be no return to the old ERM, in which most currencies fluctuated around a 2% per cent band, until the recession on the Continent has clearly come to an end. Earlier hopes of a progressive narrowing of the 15 per cent fluctuation bands by the end of the year have been quietly dropped.

Yet the common European interest in monetary stability should not be underestimated. Most member states want to avoid competitive currency devaluations - shown by the way that ERM members have

A caravan lost in the sands

Hard thinking on prospects for European monetary union has begun, say Lionel Barber and David Marsh



not used their new-found flexibility during the last two months to lower their currencies significantly against the D-Mark.

Far less common ground exists on what might replace the old narrow-band ERM which was supposed to represent the route to EMU.

Mr Jacques Delors, the EC Commission president, has toyed with the idea of curbing currency speculation on speculative borrowing. His sentiments are fairly widely shared on the continent, but his suggestion has drawn criticism from the UK, and even the French government regards it as a non-runner.

Sir Leon Brittan, EC Commissioner for external affairs, has meanwhile urged states to stick to the Maastricht objectives but to make use of their greater exchange rate flexibility.

A broader goal of most EC governments is to use the EMU to help persuade the Bundesbank take other countries' economies into account when taking interest rate decisions. Mr Felipe González, the Spanish prime minister, said this week he hopes the EMU will ease the "frustrations" of having to wait "week by week" for the Bundesbank to lower interest rates.

So far, member states have failed to agree on the EMU's location or its president. EC leaders will try to break the deadlock at a special summit on October 29, when the Community is expected to place the EMU in Germany.

January 1, 1994 - at the beginning of so-called "stage two" of EMU - is the forerunner of a future European Central Bank.

One idea circulating in Brussels is that individual central banks should pool resources so the EMU can intervene to defend embattled currencies. This idea is, however, rejected by the Bundesbank, which wants to retain complete autonomy before the planned establishment of a fully-fledged EC central bank.

Much will depend on the state of the Franco-German alliance, which was badly bruised during the summer. Mr Hans Tietmeyer, the new president, last week signalled that the central bank's policies would remain geared to Germany's economic priorities, not the rest of Europe.

The French position is crucial. It remains torn between its desire to maintain a tight link with the D-Mark and its need to engineer an economic recovery.

The Paris government's cautious monetary policy since August has allowed France long-term interest rates to fall again to German levels. France is hoping for a faster lowering of German interest rates next year, and a corresponding weakening of the D-Mark. But this is a gamble for the Balladur government as France heads towards the 1995 presidential elections.

The French strategy underlines how the Bundesbank remains the EC's supreme monetary arbiter. Mr Hans Tietmeyer, the new president, last week signalled that the central bank's policies would remain geared to Germany's economic priorities, not the rest of Europe.

Thus for all the EMU's new-found flexibility, the Bundesbank's anti-inflation stubbornness could still cause difficulties. Some EC Commission officials worry that members of the ERM "hard-core" such as France, Belgium and Denmark will be unable to maintain their recent currency stability unless they soon act to restore economic growth through more aggressive cuts in interest rates. If these cuts do not materialise, these Brussels officials believe, another currency upheaval could be in store - an event which could postpone EMU until the next century.

Palestine needs home-grown prosperity

With the signing of the PLO-Israeli agreement, the international community and the Israelis have acquired a big stake in the economic success of the Palestinians.

The initial response has been encouraging. The October 1 donors' conference in Washington garnered aid pledges of more than \$200m over the next five years, with about \$50m pledged for 1994. It was also agreed the World Bank would have the main responsibility for co-ordinating aid.

The aid numbers game is essential to focus the minds of the donors. But the aid effort will fail to foster sustained Palestinian economic development unless:

- the Palestinians manage their own economy, including establishing an agency to deal with the donors;
- aid does not exceed the Palestinian economy's capacity to absorb it;
- donors co-ordinate aid effectively;

and there are rapid and visible improvements in economic conditions.

Not enough attention is being given to helping Palestinians develop a capacity to manage their own economy and rely on their own resources to finance development. A Palestinian economic administration will start by taking over the economic functions of the Israeli civil administration, now staffed by Palestinians with Israelis in upper management. Future Palestinian managers should begin working with the Israelis as soon as possible. They need to be trained now to deal with the massive challenges of running and redesigning the system.

To avoid becoming too dependent on outside aid - a sure way of losing economic independence and eventually retarding economic growth - the Palestinians must develop their own sources of revenue. They currently pay about 13 per cent of gross national product in taxes, half to the civil administration.

The Israeli-PLO agreement specifies that direct taxes in the territories be transferred to the Palestinian administration. They should

also receive the remaining revenues, which include customs duties.

Both economic independence and responsible government spending are enhanced if revenues come from taxation rather than foreign aid.

The aid agencies, and the governments they represent, are powerful and could easily impose their priorities on the Palestinians. Thus the Palestinians need urgently to create

Economic autonomy and responsibility are enhanced if revenues come from taxation not aid

an agency to set their own aid priorities and co-ordinate donors. Technical assistance to do this could be provided by university affiliated advisers. The assistance may be financed by aid agencies, but should not be provided by them.

The overall size of the aid package should be guided by the capacity of the Palestinian economy to absorb it. With Palestinian GNP at

less than \$4bn and GDP at less than \$3bn, massive amounts of aid (more than 12-15 per cent of GNP) could overwhelm the fledgling Palestinian administration and lead to greater economic dependence.

The Palestinians and aid agencies will have to draw up detailed plans for economic assistance, for financing specific projects and for general budgetary support, before aid figures can be trusted.

The World Bank's estimate that the infrastructure needs of the next 10 years amount to \$30m is only one element of the calculation. But it would be surprising if much more than \$500m a year could be productively absorbed in the next few years.

In eastern Europe, competing aid agencies overstretch the capacity of recipient governments and reduce the effectiveness of the aid effort. Donor governments in principle now recognise the need for aid co-ordination. They need to agree on an overall total for general assistance, to divide the total among them, and to select an agency to deliver the aid with appropriate conditionality. They also need to avoid an unseemly scramble for

projects. The World Bank could handle both parts of the co-ordination task. It remains to be seen if governments permit it to do so.

There is an urgent need for short-term financial assistance that produces visible improvements for Palestinians. Labour-intensive projects, improving roads and sewers and housing, can get under way within months.

For the longer term, the economic policies of the Palestinian entity are more important than the amount of aid it receives. With free trade and economic co-operation with its neighbours, access to European and US markets, a well-designed aid programme, and good economic policies, the Palestinian economy can gradually become economically independent and generate the prosperity that can sustain peace.

Stanley Fischer

The author is professor of economics at the Massachusetts Institute of Technology and was formerly vice-president and chief economist at the World Bank.

OBSERVER



a little queasy as club president Philip Bowring kicked off his introduction by mentioning the 1982 Carrion property scandal.

Recalling a confidential memorandum of a meeting between Sir John Bembury, Hong Kong's gruff and tough financial secretary of the day, and a Malaysian government investigator, Bowring told how Bembury had roundly labelled many of the colony's great and good implicated in the scandal. Purves' name had, of course, come up, Bowring related to a hushed audience. "Honest" had been Bembury's summary appraisal.

Sir William's integrity has long been a legend in a town notorious

for sharp practice. At a farewell for him and Lady Becky earlier in the week, Gordon Wu, managing director of construction group Hopewell Holdings, who has known him for more than 20 years, spoke of a great loss to Hong Kong. "He's as straight as an arrow," Wu added.

Nervous staff at the London headquarters, who have heard also of his irascibility, are presumably even now burnishing their shields.

Bitter lemons

How badly does a Commonwealth member have to behave before being asked to stay away from the club's biennial get-together which opens in Cyprus later this month?

One might have thought that ignoring the result of a presidential election was a pretty severe infringement of the Commonwealth's new code of conduct, drawn up during the last conference in Harare, Zimbabwe, which underlined the importance of the "democratic process" (and) fundamental human rights".

When Nigeria's General Ibrahim Babangida annulled the result of the June presidential elections, and extended the life of a military regime fronted by civilians, there was a stern rebuke from the Commonwealth secretary-general, Chief Emeka Anyaoku, himself a Nigerian. Poor show, was his message, as he called on the military regime to "return the

There's the rub

Analysts tired of hunting for hard data in company chairmen's reports would probably award the head of Thailand's Satai Union conglomerate good marks for at least admitting it. A page at the front of the group's accounts is headed: Message to shareholders.

■ The French prime minister, persuaded Mr Kohl to agree to a "convergence" programme which Brussels and Paris officials believe could pave the way for more institutionalised co-operation.

The immediate outlook, however, for progress along the path towards EMU appears gloomy. Three obstacles are apparent:

- Germany's own post-unit problems. Large fiscal transfers from west to east Germany - currently more than DM150bn a year - will be needed for at least another decade to maintain east German living standards. During this period of strain for the "anchor" economy in Europe, Germany is unlikely to be

COMPANIES & MARKETS

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INSIDE**Revised sectors for FT-SE share indices**

From January 1994, a revised industry classification will apply to the FT-Actuaries All-Shares Index and other FT-SE UK Indices. The changes are evolutionary, not revolutionary; there are now 40 industrial sectors, instead of the previous 35, and many All-Shares companies will appear in new sectors. A breakdown of the new classification appears on Page 37. Companies affected, Page 27. Editorial comment, Page 19.

Allianz reveals top holdings

Allianz's decision to disclose its holdings of 10 per cent or more in financial and industrial companies has been hailed as a milestone in the history of the Munich-based insurer. Page 22.

US roll of 'worst' performers

IBM, RJR Nabisco and Bethlehem Steel were named yesterday as being among the financially worst performing large companies in the US. Page 22.

Queries after Laird law departure

The abrupt departure of the chief executive of Laird, the North American waste services and school bus operator, raises a question mark over the Ontario-based company's 28 per cent stake in ADT, the international security services and vehicle auction group. Page 23.

Boost for Lloyds Chemists

Acquisitions helped to boost annual profits and sales at Lloyds Chemists which yesterday reported a 40 per cent increase in the annual pre-tax return to £49.7m (£75m). Page 26.

Russia hits back at EC curbs

Russia has told the European Commission, which has imposed curbs on Russian aluminium imports, that it is prepared to cut its exports only if western producers undertake similar "self-restrictions". Page 36.

Nordic forestry in sector drift

FORESTRY INDEX

Year	Index Value
1988	120
1989	150
1990	130
1991	110
1992	140
1993	100

Over the past year few sectors of European industry have performed as well as Nordic forestry. During the past few weeks, however, shares in most of the region's pulp and paper groups have been drifting because of disappointment that the hoped-for market upturn has not materialised. Back Page

Market Statistics**Companies in this issue**

Company	Share price	Change	Market value
AEG	22	-1	£1.2bn
Alcatel	22	+1	£1.2bn
Abbott Laboratories	22	+1	£1.2bn
Allianz	22	+1	£1.2bn
Alcatel Latécoère	22	+1	£1.2bn
Associated British	22	+1	£1.2bn
Assi	22	+1	£1.2bn
Associated Dairies	22	+1	£1.2bn
BAE	22	+1	£1.2bn
BNP	22	+1	£1.2bn
Ballast Nedam	22	+1	£1.2bn
Bartsch Bank	22	+1	£1.2bn
Beardrin	22	+1	£1.2bn
Bell	22	+1	£1.2bn
Bibby (J)	22	+1	£1.2bn
Blockbuster	22	+1	£1.2bn
Boekelaars	22	+1	£1.2bn
Bolmer (HP)	22	+1	£1.2bn
Burn Stewart	22	+1	£1.2bn
Campari Ind	22	+1	£1.2bn
Clarke Nickolls	22	+1	£1.2bn
Colling	22	+1	£1.2bn
Dai-ichi Kangyo Bank	22	+1	£1.2bn
Daniell	22	+1	£1.2bn
Fernatt Int'l	22	+1	£1.2bn
Galford	22	+1	£1.2bn
Higgs & Hill	22	+1	£1.2bn
Hopewell	22	+1	£1.2bn
Hughes (T)	22	+1	£1.2bn
J.C. Penney	22	+1	£1.2bn
Jones Group	22	+1	£1.2bn
Kraatz	22	+1	£1.2bn
Kroenay	22	+1	£1.2bn
Lambert	22	+1	£1.2bn
Leeds	22	+1	£1.2bn
Liberty Medis	22	+1	£1.2bn
Lloyd Chemists	22	+1	£1.2bn
Lonrho	22	+1	£1.2bn
MGM	22	+1	£1.2bn
MP-Data Management	22	+1	£1.2bn
Martin Ind'l	22	+1	£1.2bn
Metz-Hettche	22	+1	£1.2bn
Mon-Duct Stores	22	+1	£1.2bn
McLaughlin & Harvey	22	+1	£1.2bn
Merivale Moore	22	+1	£1.2bn
Orix	22	+1	£1.2bn
Orka	22	+1	£1.2bn
Outokumpu	22	+1	£1.2bn
Padding Sensors	22	+1	£1.2bn
Paramount Comms	22	+1	£1.2bn
Peugeot-Citroën	22	+1	£1.2bn
Pharm	22	+1	£1.2bn
Pochin's	22	+1	£1.2bn
Freestwick	22	+1	£1.2bn
Smithline Beecham	22	+1	£1.2bn
Tele-Communications	22	+1	£1.2bn
Tiphook	22	+1	£1.2bn
Trebut	22	+1	£1.2bn
Vacom	22	+1	£1.2bn
Wall-Mart	22	+1	£1.2bn
Woolworth	22	+1	£1.2bn

Chief price changes yesterday

Company	Share price	Change	Market value
AAI	22	+1	£1.2bn
Abbot	22	+1	£1.2bn
AbbeyTrust	22	+1	£1.2bn
Abbott Laboratories	22	+1	£1.2bn
Allianz	22	+1	£1.2bn
Alcatel Latécoère	22	+1	£1.2bn
Associated British	22	+1	£1.2bn
Assi	22	+1	£1.2bn
Associated Dairies	22	+1	£1.2bn
BAE	22	+1	£1.2bn
BNP	22	+1	£1.2bn
Ballast Nedam	22	+1	£1.2bn
Bartsch Bank	22	+1	£1.2bn
Beardrin	22	+1	£1.2bn
Bell	22	+1	£1.2bn
Bibby (J)	22	+1	£1.2bn
Blockbuster	22	+1	£1.2bn
Boekelaars	22	+1	£1.2bn
Bolmer (HP)	22	+1	£1.2bn
Burn Stewart	22	+1	£1.2bn
Campari Ind	22	+1	£1.2bn
Clarke Nickolls	22	+1	£1.2bn
Colling	22	+1	£1.2bn
Dai-ichi Kangyo Bank	22	+1	£1.2bn
Daniell	22	+1	£1.2bn
Fernatt Int'l	22	+1	£1.2bn
Galford	22	+1	£1.2bn
Higgs & Hill	22	+1	£1.2bn
Hopewell	22	+1	£1.2bn
Hughes (T)	22	+1	£1.2bn
J.C. Penney	22	+1	£1.2bn
Jones Group	22	+1	£1.2bn
Kraatz	22	+1	£1.2bn
Kroenay	22	+1	£1.2bn
Lambert	22	+1	£1.2bn
Leeds	22	+1	£1.2bn
Liberty Medis	22	+1	£1.2bn
Lloyd Chemists	22	+1	£1.2bn
Lonrho	22	+1	£1.2bn
MGM	22	+1	£1.2bn
MP-Data Management	22	+1	£1.2bn
Martin Ind'l	22	+1	£1.2bn
Metz-Hettche	22	+1	£1.2bn
Mon-Duct Stores	22	+1	£1.2bn
McLaughlin & Harvey	22	+1	£1.2bn
Merivale Moore	22	+1	£1.2bn
Orix	22	+1	£1.2bn
Outokumpu	22	+1	£1.2bn
Padding Sensors	22	+1	£1.2bn
Paramount Comms	22	+1	£1.2bn
Peugeot-Citroën	22	+1	£1.2bn
Pharm	22	+1	£1.2bn
Pharmacia	22	+1	£1.2bn
Pochin's	22	+1	£1.2bn
Freestwick	22	+1	£1.2bn
Smithline Beecham	22	+1	£1.2bn
Tele-Communications	22	+1	£1.2bn
Tiphook	22	+1	£1.2bn
Trebut	22	+1	£1.2bn
Vacom	22	+1	£1.2bn
Wall-Mart	22	+1	£1.2bn
Woolworth	22	+1	£1.2bn

Company	Share price	Change	Market value
AAI	22	+1	£1.2bn
Abbot	22	+1	£1.2bn
AbbeyTrust	22	+1	£1.2bn
Abbott Laboratories	22	+1	£1.2bn
Allianz	22	+1	£1.2bn
Alcatel Latécoère	22	+1	£1.2bn
Associated British	22	+1	£1.2bn
Assi	22	+1	£1.2bn
Associated Dairies	22	+1	£1.2bn
BAE	22	+1	£1.2bn
BNP	22	+1	£1.2bn
Ballast Nedam	22	+1	£1.2bn
Bartsch Bank	22	+1	£1.2bn
Beardrin	22	+1	£1.2bn
Bell	22	+1	£1.2bn
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Daniell	22	+1	£1.2bn
Fernatt Int'l			

INTERNATIONAL COMPANIES AND FINANCE

Philips sells video chain to Blockbuster for \$150m

By Ronald van de Krol
In Amsterdam

PHILIPS of the Netherlands is to sell all its 430 video and music retail stores in the US to Blockbuster, the US video rental and retail group, for \$150m.

The Dutch electronics group, which owns about 7.5 per cent of Blockbuster's share capital, said that its shareholding could rise to about 10.5 per cent if Blockbuster decided to pay for the stores with its own shares.

However, Blockbuster, the world's biggest video retailer, may choose to pay cash or in both cash and shares.

The deal is expected to be completed by the end of next

month. Philips said the disposal reflected the dominance of the US market by a handful of large companies such as Blockbuster, which operates more than 3,250 video rental shops, most of them in the US. Philips said it was the US stores would be better off in the long term under Blockbuster's ownership.

The 430 stores being sold belong to Philips' Super Club subsidiary, and they account for about three quarters of Super Club's annual turnover of F1.85bn (\$465m).

After the sale, Super Club will consist of 320 video rental shops in the Netherlands and Belgium.

The US stores are profitable, but those in the Benelux are

loss-making. The European market is more fragmented than that of the US, and Philips said it had no plans to sell off the stores in the Netherlands and Belgium, where Super Club is the market leader.

Philips, one of Europe's few remaining producers of video cassette recorders, televisions and compact disc players, has been trying in recent years to gain control of retail channels for software such as CDs and video cassettes.

The company said the US disposal did not mark a set-back because it remained closely involved in the US retail market through its investment in the Blockbuster group.

Central bank acts on Ferruzzi deadlock

By Robert Graham
in Rome

THE BANK OF ITALY is attempting to help break the deadlock between the administrators of the collapsed Ferruzzi-Montedison group and the creditor banks over proposals to call a temporary moratorium on debt service payments.

Banks service payments are reportedly in the region of L130bn (\$31.81m) a month. Mr Guido Rossi, the chief administrator of Ferruzzi-Montedison, is seeking a moratorium of at least until the end of the year in order to launch a rescue plan for Italy's second largest private group.

This is being opposed strongly by the 100-odd foreign banks. Without an agreement there is a risk of one or several of the banks pressing for bankruptcy proceedings. At the end of last May the Ferruzzi group had outstanding debts of £23,000bn. Of this sum foreign banks account for £6,500bn.

Representatives of the 300 foreign and Italian banks are due to meet at the Bank of Italy in Rome today. This is likely to be one of the last opportunities to hammer out a common approach to rescuing Ferruzzi-Montedison in advance of October 14.

Ferruzzi Finanziaria (Ferfin), the principal holding company, is then due to approve its half-year results. These results were not approved at a board meeting on September 30 because the extent of losses was liable to alter substantially, depending on the nature of the agreement with the auditor banks.

The Bank of Italy yesterday was careful to point out it had not formally called the meeting but was merely acting as a neutral host.

However, a senior Italian banker said the central bank would be deploying its powers of 'moral persuasion'. Previously the Bank of Italy had hosted a meeting between the creditors and Ferruzzi-Montedison at its Milan offices. The choice of home underlines the venue's importance.

Allianz disclosure helps clear fog

David Waller writes on the unveiling of the insurer's financial might

ALLIANZ'S decision to disclose its holdings of 10 per cent or more in financial and industrial companies is a milestone in the history of the Munich-based

Premium income at Allianz is likely to rise by 14 per cent this year to DM62.5bn (\$36.5bn). Mr Hemming Schulte-Noelle, the group's chief executive told Wednesday's shareholders' meeting, writes David Waller.

At the same time, the level of losses on the group's mainstream insurance activities – the so-called technical result – was set to fall from the 1992 level, he said.

Total profits, which include earnings in interest income as well as the technical result, would increase in 1993. Last year net profits dropped by 18 per cent to DM58.75bn while the technical result was DM1.65bn, fractionally lower than in the previous year.

Barring unforeseen catastrophes in the final months of the year, this would probably enable Allianz to pay the same level of dividends as last year, Mr Schulte-Noelle said. The 1992 dividend was DM13.50 per share.

could previously only be

suspected.

Now we know that Allianz owns 14.4 per cent of the BASF chemicals group, 12.9 per cent of the RWE energy-based

conglomerate, 14.8 per cent of the Linde engineering group, 12.1 per cent of the Veba conglomerate, 16.9 per cent of BEF-Bank. In total, Allianz revealed stakes worth DM8.5bn at the end of June. This is only part of the portfolio, as only stakes of 10 per cent or more were disclosed.

Allianz's tradition of secrecy

was the hallmark of Mr Wolfgang Schieren, the architect of the company's spectacular

expansion over a number of decades. Two years ago he

stepped up from his position as

chief executive to the supervisory board, succeeded by Mr

Hemming Schulte-Noelle.

Mr Schulte-Noelle would

have had to make the dia-

logized act. It has to be seen in the context of moves by a number of large companies to enhance their disclosures to shareholders.

The most obvious example

was Daimler-Benz's move to publish its accounts according to US Generally Accepted Accounting Principles (US GAAP), a precondition of the much-needed listing of its shares on the New York stock exchange earlier this week.

German banks have also

taken steps to bring standards of disclosure up to what Mr Hilmar Kopper, Deutsche Bank's chief executive, has jokingly described as the standards of the "civilised" (ie non-German) world.

German corporates are

increasingly keen to engage in investor relations activities.

This was brought home again

this week as retailer Kaufhof

announced plans to

establish a sponsored Ameri-

can depositary receipt pro-

gramme for its shares in New

York, thus becoming only the

second non-financial German

company to woo US investors

community in this way.

These developments show a

decisive, if not all-pervasive,

shift in the attitude of the

management of big German

companies to minority share-

holders – predominantly the

foreign institutional investors

whose interests have not

tended to be paramount in Ger-

man corporate decision-mak-

ing.

Matra lifted by Taiwan ruling

MATRA-HACHETTE, the French defence electronics and media group, yesterday announced

that its 1993 results should benefit from the successful

conclusion of a Taiwan legal

case over damages for the

delay in construction of the

Taipei metro, writes Alice

Kawthurn in Paris.

Mr Jean-Luc Lagardere,

chairman, had previously pre-

dicted "significantly higher"

net profits for Matra-Hachette

in 1993 over 1992, when it made

FFr354m (£61m).

Yesterday the group said the

Taipei department of transport

was obliged to pay damages of

\$37m.

Company classifications alter

By Maggie Urry in London

A COMPREHENSIVE review of the companies and sectors which make up the FTSE Actuaries Share Indices has been undertaken for the first time since 1970.

As a result 308 companies have been reclassified and a number of new economic groups, industry sectors and sub-sectors created.

The new system will take effect from January 4, replacing two existing classification methods: the FT-Actuaries and Stock Exchange indices.

Mr Nicholas Fitzpatrick, a partner of Bacon & Woodrow,

the actuaries, who chaired the classification committee which drew up the new model, said the system was universally accepted by fund managers and the committee was keen to preserve its authority.

He said it is intended to provide a service to investors by grouping companies together in homogeneous industry sectors and sub-sectors.

Companies were informed of their new classifications by letter yesterday. RTZ, Rank Organisation and Inchcape, three large companies thought to be unhappy about the new sectors to which they have been assigned, each said yes.

All 308 listed and

unquoted companies have been piecemealed.

Editorial comment, Page 18;

Companies affected, Page 27;

New classifications, Back Page

FT CONFERENCES

INTERNATIONAL PACKAGING & THE ENVIRONMENT

London, 18 and 19 October

Legislation and the opportunities and problems facing the packaging industry and its customers will be reviewed together with co-operation in the packaging chain, recycling versus incineration. Speakers include: Hans Alders, Dutch Minister for the Environment; Clemens Stroetzel from the German Federal Ministry for the Environment; Yannia Paleokostas of the EEC, David Vetch for Procter & Gamble Europe and Mr Dermot Smurfit from Jefferson Smurfit Group.

AFTER THE RECESSION - WORLD COMMERCIAL AVIATION AT THE CROSSROADS

Dubai, 8, 9 & 10 November

Timed to coincide with the Dubai International Aerospace Exhibition, the conference will examine in depth the political, economic and structural changes which the commercial aviation industry is now facing and which will influence corporate policy and planning in the years ahead. Speakers include: H H Sheikh Ahmed Bin Saeed Al Maktoum, President of the Dubai Department of Civil Aviation, Tan Sri Zain Azazel, Chairman of Malaysia Airlines, Mr Peter Bouw, President of KLM Royal Dutch Airlines, Mr Colin Barrington, Assistant Chief Executive, GPA Group plc, and Dr William Fromme, Director, Air Navigation Bureau, International Civil Aviation Organization.

WORLD ELECTRICITY

London, 16, 17 & 18 November

The seventh Financial Times/Power in Europe conference will examine how the electricity industry is responding to a more competitive environment. Speakers include: Mr Nicholas Argyris, Bayernwerk AG; Mr Tan Aik Meng, Minister of Electric Power, People's Republic of China; Mr Alfred Elias Ayub, Under Secretary for Energy, Mexico; Mr Gianfranco Castelli, ENEL SPA and Mr Jaap R van Devender, Eskom, South Africa.

THE PETROCHEMICAL INDUSTRY - GLOBAL PROSPECTS BEYOND THE RECESSION

London, 22 & 23 November

Speakers will review the current challenges facing petrochemical producers and consider the longer term outlook for the industry, with presentations by: Mr Robert D Kennedy, Unilever Corporate; Dr Marcello Colla, Enichem SPA; Mr Makoto Takeda, Marisch, Inc.; Mr Edward A Wilson, Dow Europe SA and Mr Paul du P Kruger, Sasol Limited.

DOING BUSINESS WITH SPAIN - THE ECONOMIC CHALLENGE OF THE NEW GOVERNMENT

Madrid, 1 & 2 December

The FT's annual conference, arranged with Expansión and Actualidad Económica, will review the economic, budget and labour policies of the new Spanish Government as well as important questions on Europe's future and the conditions for monetary and political union. The distinguished panel of speakers includes: D. Pedro Solbes, Mir, the Spanish Minister of Economy & Finance; Prof Dr Otmar Issing, Member of the Board, Deutsche Bundesbank; D. José Antonio Grinda Martínez, the Spanish Minister of Labour & Social Security, and D. Luis Angel Rojo, Governor of the Bank of Spain.

WORLD TELECOMMUNICATIONS

London, 7 & 8 December

The conference debate will focus on the trends changing the shape of the world telecommunications industry, with particular emphasis on regulation and the methods, challenges and obstacles of privatisation. Speakers include: Mr Don Crukshank, Director General of OFTEL; Mr James H Quello, Chairman of the Federal Communications Commission; Mr Marc Dandot, Conseller d'Estat, French Ministry of Posts and Telecommunications; Mr Péter Horváth, Director General of the Hungarian Telecommunications Company and Mr Saseel Kok, Chief Executive Officer of Belgacom.

PENSIONS - A TIME FOR CHANGE

London, 7 & 8 December

Following the publication of the Good Committee's Report, the conference will discuss key issues of concern to pension fund administrators and their advisers; review the implications for the industry of the Report and examine investment strategies in a climate of low inflation. Mr William Hague MP, Parliamentary Under Secretary of State at the Department of Social Security, will give the opening address.

All enquiries should be addressed to: Financial Times Conference Organisation, 102-108 Clerkenwell Road, London EC1M 5SA. Tel: 071 814 8770 (24 hour answering service) Telex: 27847 FTCONF G Fax: 071 873 3975/3999

BAE plans sale of Dutch unit

By Ronald van de Krol
In Amsterdam

BRITISH AIRWAYS has agreed in principle to sell Ballast Nedam, its Dutch-based construction subsidiary, to the Dutch dredging company Boskalis for around F150m (\$263m).

The transaction is effectively a reverse takeover, since Ballast Nedam is more than twice as large as Boskalis in terms of turnover.

The deal is expected to be completed by the end of next

month. Ballast Nedam and Boskalis, the world's leading dredger, will finance part of the acquisition through a F130m share issue. It gave no details but said the tie-up with Ballast Nedam was expected to lead to higher earnings per share, provided that market conditions remained stable.

The deal ends a period of uncertainty about the future of the Dutch construction company. BAE is disposing of its business to help restructure and focus on core activities.

Trebruk buys Polish paper group

By Christopher Bobinck
in Warsaw

TREBRUK, a Swedish paper producer, yesterday

ear fog
s financial might

lized act. It has to be kept
in the context of moves by a num-
ber of large companies to
enhance their shareholders' share-

The most obvious example
was Donald Trump's move to
publish its accounts according
to US Generally Accepted
Accounting Principles (GAAP), a preoccupation of

shareholders.

Laidlaw is the biggest single
shareholder in ADT, with a
stake of 24 per cent. Analysts
predicted yesterday that the
ADT investment will be an
early candidate for disposal as
part of the shake-up which is
expected to follow the instal-
lation of a new CEO.

Mr Donald Jackson, 49, who
has been chief executive for
almost four years, will submit
his resignation at a

board meeting on October 13.

His departure follows what
the company described as "dif-
ferences of opinion concerning
Laidlaw's strategic direction".

A spokesman declined to give

further details, beyond saying
that Mr Jackson has returned
to his native province of
Alberta for a few days.

A successor will be named

after next week's meeting.

indicating that someone has

already been chosen. Laidlaw is

47 per cent owned by Cana-
dian Pacific, the Montreal-
based transport and resources

conglomerate.

News of Mr Jackson's depart-

ure was generally welcomed in

the investment community.

"I don't think anyone is going

to be disappointed that he's

leaving," one New York anal-

yst said. "He always managed

to be a good

shareholder."

German investors have also
taken steps to bring some
disclosure up to date. Hilmar
Kupper, Deutsche Bank's chief
executive, has recently described
the details of the deal to the
German world.

German corporates are

increasingly keen to improve

their relations with

investors. This was brought home

this week as retailer Käfer

Holding announced plans

to establish a sponsored de-

positary receipt pro-

gramme for its shares in

New York, thus becoming the

second German-based

company to do so in the US

market in this way.

These developments are

decisive. If not all-share

shift in the attitude of

management of big German

companies to minority share-

holders - predominantly

foreign institutional ones
whose interests have

tended to be paramount -

mean corporate governance

is here to stay.

**Matra lifted by
Taiwan ruling**

MATRA has been lifted from

the defense equipment group

by Taiwan's ruling

Chinese National People's
Congress. The decision was
made last week in Taipei, after
a two-day debate in Taiwan's
National Assembly.

Mr Jean-Pierre Araszkow,

chief executive of Matra

in Paris, said: "We are

very happy about this

decision."

Matra's entry into the

Taiwanese market will be

fully operational by

the end of the year.

Mr Araszkow said:

"We are very pleased

with the decision of the

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INTERNATIONAL COMPANIES AND FINANCE

Fall in markka helps Outokumpu back to the black

By Hugh Carnegy in Stockholm

THIS year's steep fall in the markka helped Outokumpu, the Finnish state-owned mining and metals group, to a FM133m (\$23m) profit before extraordinary items in the first eight months of the year, a sharp turnaround from a loss of FM62m in the same period last year.

But Mr Jyrki Jussela, chief executive, warned that metals markets were in worse shape than had been predicted earlier in the year. "In this market situation, a continued positive development of the result depends on the impact of measures taken to enhance efficiency and on improved competitiveness due to exchange rate movements," he said.

Group sales, at FM10.5bn, were ahead 29 per cent compared with last year's FM6.15bn. Operating profits grew even more strongly, rising to FM76m from FM32m. Profits after extraordinary items were FM391m, against a

loss last time of FM62m, due to a FM255m contribution from a debt restructuring in Spain.

Sales were up in all four main divisions - base metals, copper, stainless steel and technology products. But the growth in base metals sales from FM2.5bn to FM3.07bn was inflated by the inclusion of OM Group of the US, now 95 per cent owned by Outokumpu, but which it intends to sell.

Outokumpu, 57.5 per cent owned by the Finnish government, postponed the planned sale of OM group earlier this year because of poor market conditions. But it said it now intended to complete the sale, by public offering to US investors, by the end of this year. The sale is expected to raise up to \$170m.

Despite low prices, particularly for nickel and zinc, and losses in both base metals and copper divisions, Outokumpu said it had begun work on a FM1.8bn programme to modernise and expand its copper smelter and nickel production line at Harjavalta in Finland.

Hopewell to lift dividend after 25% advance in net

By Simon Davies in Hong Kong

HOPEWELL Holdings, the Hong Kong property and infrastructure group controlled by Mr Gordon Wu, yesterday announced a 25 per cent increase in net profit to HK\$2.03bn (US\$172.5m) for the year ended June, up from HK\$1.62bn previously.

The growth in profit came primarily from the sale of investment properties, which contributed HK\$2.1bn to operating profit compared with HK\$1.62bn last time.

Hopewell plans to increase its dividend to 34 cents a share from 30 cents.

The group has been selling properties on sites adjacent to the road, and construct a second stretch from Guangzhou to the Macau border.

Hopewell plans to float off its power interests as a separately listed company.



Gordon Wu: growth due to investment property sales

Swedish forestry groups plan to merge

By Christopher Brown-Humes in Stockholm

ASSI and Domän, two state-owned Swedish forestry groups, yesterday announced plans to form Sweden's fourth largest pulp and paper company through a merger.

The government said it favoured the move in principle, noting that the combined group would be stronger and easier to privatise, but has taken no final decision.

It would be one of three state-owned groups, alongside the power group Vattenfall and the pharmaceutical company Procordia, which could be sold off next year.

Assi and Domän have combined sales of nearly SKr13bn (\$1.6bn) and employ 11,000 staff, 4,000 of them outside Sweden. The aim is to effect a fusion from the start of next year, 52 years after the companies were split apart and after 30 years of on-off merger talks.

The two companies have no overlapping activities, and together would form a financially strong group with an equity-assets ratio of some 80 per cent.

Domän is Sweden's biggest forestry owner, with 3.4m hectares of land, and its biggest sawmill owner, with a capacity of 800,000 cu metres a year.

Assi, which acquires 35 per cent of its wood from Domän, is predominantly a packaging group, producing 1m tons of packaging paper and board a year, and 640,000 tons of corrugated board and boxes.

It has operations in eight European countries, excluding Sweden.

Assi and Domän said they might eventually be interested in bidding for NCB, another forestry group which is majority-owned by the state, but they stressed there were no ongoing talks.

• Forvaltnings AB Ratio, the investment group, has sold its shareholding in AB Industrivarden for a total of SKr340m. The stake, about 10 per cent of Industrivarden's capital, was bought by a number of Swedish and foreign investors.

Caribbean groups look north for investors

Jamaica and Trinidad and Tobago can now trade in ADRs, reports Canute James

THE progressive deregulation of the economies and the financial markets in Trinidad and Tobago and Jamaica has triggered a second wave of corporate forays into foreign territory.

The state-run Trinidad and Tobago Unit Trust has been granted permission by the US Securities and Exchange Commission to seek investments through US dollar-denominated portfolios. And the SEC has given the go-ahead for Jamaica's privately owned Giboney Hotels group to trade its shares through American depositary receipts on the US over-the-counter market.

"This will allow local and US investors to place in their investment portfolio a US dollar-denominated security sponsored by a Trinidad and Tobago entity, but operating under the strict surveillance and supervision of the US regulatory system," according to Mr Henry Sealey, executive director of the United Trust.

Local bankers and stockbrokers say these forays into the US market would not have been possible had not barriers to the movement of money been dismantled and current

ties floated, giving business the room and confidence to successfully operate.

The SEC's green light for the Trinidad and Tobago Unit Trust will allow international investors to buy into the government-sponsored Chaconia income and growth fund. The 60,000 existing unit holders will benefit from a wider investment brief. The minimum initial investment is US\$1,000 with subsequent investments a minimum of \$250.

"This will allow local and US investors to place in their investment portfolio a US dollar-denominated security sponsored by a Trinidad and Tobago entity, but operating under the strict surveillance and supervision of the US regulatory system," according to Mr Henry Sealey, executive director of the United Trust.

"It is perhaps the giant step towards creating in Trinidad and Tobago a dynamic and flexible financial institutional network necessary for the establishment of the country as the financial centre of

the Caribbean," Mr Sealey said.

Jamaica's Giboney has jumped into the US over-the-counter market with an issue of depositary receipts that will allow the company's shares to be traded in the US. The receipts will be issued by Giboney.

Giboney owns 90 per cent of the Giboney Radisson Hotel and 34 per cent of Sandals Ocho Rios Hotel, two of Jamaica's larger holiday resorts. The group turned in after-tax profits of \$57m (US\$3.46m) for the nine months ended February 1993, against a profit of \$12m a year earlier.

Mr Ivor Alexander, executive director of Giboney, said the depositary receipt registration could be upgraded to a full listing on a US stock exchange. And he said that was a move

that the company would eventually consider.

"Although trading will take place on the over-the-counter market, Giboney can apply, in due course, for listing on a US stock exchange, and the depositary receipt registration is a natural step in this direction," he said.

Mr Alexander said Giboney, which is listed on the Jamaican stock exchange, had 13,000 shareholders, and the "bread-based public ownership" was conducive to "vibrant" trading of depositary receipts.

According to Citibank, trading in depositary receipts in the US in 1991 was valued at US\$91.1bn, representing 4 per cent of the value of trading on the New York Stock Exchange, Amex and Nasdaq.

Battle for Australian dairy group hots up

By Nikki Tait in Sydney

THE BATTLE for control of Associated Dairies, the Victoria-based dairy products company, intensified yesterday, with Queensland's QUF Industries saying it was prepared to improve its offer to A\$2.97 a share. It had previously offered A\$2.95, valuing its target at A\$72m (US\$46.4m).

QUF said its move followed advice that Australian Co-Operative Foods, a rival suitor, was increasing its bid to A\$2.96 from A\$2.85. QUF also said it

had held further talks with the Trade Practices Commission, and expects a favourable recommendation next week.

The takeover battle follows a spate of consolidations in Australia's dairy industry. Estimates suggest QUF will control about 24.5 per cent of the dairy market nationally if it gains control of Associated Dairies, against 27 per cent for National Foods which recently won control of United Dairies. Australian Co-Operative has a 22 per cent market share.

• Applications for shares in Austoft Holdings, the sugar cane manufacturer being floated on the Australian stock market by its UK-based parent, BM Group, have closed early, the issue being oversubscribed.

BM Group, the engineering company engaged in a programme of disposals and debt reduction, announced plans to float off Austoft at the start of September.

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**DKB debt
downgraded
by S&P**

By Emiko Terazono in Tokyo

STANDARD & POOR'S has down-
graded the debt ratings of
Bank Kankyo Bank, a leading
Japanese commercial bank.

The move is the most recent
in a line of credit downgrades
for the big Japanese banks.
They face increasing bad loans
too as the prolonged recession
pushes up the number of bank
ruptures.

DKB's senior debt rating has
been lowered to B- from A-
plus from Standard & Poor's
and the rating agency has re-
duced DKB's long-term rating
to A- from A plus.

Mr Terazono, who follows the
Japanese banking industry, said:
"The latest downgrading
reflects the continued decline
in the Japanese economy."

At the end of March, Japan's
banking system had 10.4 per
cent of its loans classified as
non-performing, up from 9.1 per
cent a year earlier.

With Japanese financial
authorities unable to
break the cycle of declining
growth and rising bad debts,
the government has been
pressuring the banks to
reduce their lending.

Mr Terazono said:

Barclays Bank in first UK personal loan securitisation

By Antonia Sharpe

BARCLAYS BANK opened up a new sector in the UK's growing asset-backed market yesterday when it raised £280m through an issue of floating-rate notes (FRNs) backed by personal loans.

The widely-expected offering marks the first securitisation of personal loans by a UK bank and follows on the heels of National Westminster's £300m issue of mortgage-backed notes launched last week.

Securitisation is a funding process which allows banks to take loans off their balance sheet, thereby removing the risk of default and freeing up capital.

This is achieved by the banks placing the assets in a special-purpose vehicle which then raises money by selling debt securities to investors. Interest payments on the "mortgage-backed" or "asset-backed" securities are funded by the loan repayments.

The securitisation of personal loans has been widespread in the US but is just catching on in the UK. Syndicate managers could only remember one such securitisation prior to Barclays' offering,

an issue of FRNs made by Car-
diff Auto backed by car loans.

Syndicate managers said many banks and companies, especially those which have leasing or hire-purchase activities, were keen to securitise the loans they had made to individual or business customers.

"Most are looking to securitise high-volume, low-value loans," said one syndicate manager.

INTERNATIONAL BONDS

Barclay's notes, which have an average life of 14 years, were issued through Gracechurch Personal Loan Finance.

The portfolio backing the two-tranche offering consisted of unsecured loans of not more than £7,000 to Barclays' credit card customers, around 86 per cent of whom are at least three years' standing and have not been in default for more than 30 days.

The bank's share of the offering was made up by a £200m tranche of class A notes which paid 22 basis points over the London interbank offered rate (Libor). The pricing was seen

Investors lengthen maturities as hopes of rate cuts fade

By Connor Middelmann in
London and Patrick Harverson
in New York

EUROPE's bond markets caught their breath after the recent rally and prices drifted lower on moderate volume.

However, traders reported little selling of cash bonds - if anything, some investors were picking up paper as it cheapened. A key feature continued

£1.2bn of the 7.50 per cent 30-year bond at 114.50. When the result was announced, traders who had sold the bonds around 114.20 ahead of the auction scrambled to cover their short positions, pushing the price as high as 114.85. It eased later on profit-taking, closing at 114.40.

The long end of the yield curve flattened substantially, with 30-year yield and 51 basis points over 10-year bonds, compared with 58 basis points on Wednesday.

■ **FRANCE** auctioned FFr4.65bn of 8.5 per cent 30-year bonds and FFr3.82bn of 6.75 per cent 10-year bonds, which also met solid international demand, traders said.

But prices drifted lower on widespread disenchantment over the Bank of France's reluctance to cut rates. As expected, it left its 6.75 per cent intervention rate unchanged at yesterday's repo.

■ **THE LONG** end of the Dutch curve steamed ahead following the government's issue of

■ **THE BUNDES BANK** said

to be maturity-lengthening by investors who felt further cuts in European short-term rates are unlikely in the near term.

International investors' appetite for long-dated debt supported the auctions of 30-year bonds in the Netherlands and France.

■ **THE LONG** end of the Dutch curve steamed ahead following the government's issue of

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left key rates steady at its latest meeting. German bonds slipped in lacklustre trade and are expected to make little headway before next week's bond issue.

Once that is out of the way, the December bond fund is expected to reach for new highs, targeting the key 100.00 level. It ended yesterday at 99.55, down 0.05 points from Wednesday.

■ **US TREASURY** prices were little changed in subdued trading for the third day running as traders and investors stayed on the sidelines awaiting on today's employment figures.

By midday the benchmark 30-year government bond was

Kenneth Clarke offered no new policy hints in his Conservative party conference speech. "It was very much a speech geared to a party conference audience," said Peter Fellner, gulf strategist with NatWest Markets.

■ **US TREASURY** prices were little changed in subdued trading for the third day running as traders and investors stayed on the sidelines awaiting on today's employment figures.

By midday the benchmark 30-year government bond was

down 1/2 at 108%, yielding 6.00 per cent. At the short end, the two-year note was unchanged at 100%, to yield 3.625 per cent.

Once again the market was on hold ahead of the Septem-

ber employment report, which will give the latest reading on the state of the labour market. The market is looking for an increase in non-farm payrolls of about 150,000.

Once again the market was on hold ahead of the Septem-

US/German legal gap bridged by World Bank offer

By Antonia Sharpe

THIS WORLD BANK's forthcoming D-Mark global offering represents a triumph over the seemingly irreconcilable legal and fiscal differences between Germany and the US.

The main difference between the two is that in Germany, securities are issued in bearer form, whereas in the US they are issued in registered form.

Mr Kenneth Lay, director of financial operations at the World Bank, said that it was important to find a way to bridge these two legal traditions so that the bonds could be eligible to act as collateral for loans by the Bundesbank, Germany's central bank.

The World Bank found a startlingly simple solution but one which took more than a year to gain approval by the US and German authorities.

This is how the structure works. The bonds will be represented by two permanent global certificates which will not be exchangeable for individual bond certificates.

One certificate, to be held by the Deutsche Kassensverein (DKV), the Frankfurt-based clearing and settlement agency for German securities, will be issued in bearer form. This certificate will represent the bonds held by investors through institutions which are participants in DKV. Bonds held through Euroclear and Cetel will be included in the DKV certificate.

The other certificate, issued in registered form, will be held by the Frankfurt branch of Citibank as custodian for the Depository Trust Company (DTC), the central depository for securities in the US. This certificate will represent the bonds held by investors through institutions that participate in DTC.

When the bonds start trading in the secondary market, any sales will be reflected by increases and decreases in the two certificates. Therefore, the bonds represented by the two certificates will equal the total amount of the bonds outstanding at any time.

Mr Lay said that this structure would enable the bonds to trade freely across the world, thus fulfilling one of the main aims of the global bond concept. In addition, transaction costs would be significantly reduced.

The World Bank will raise DM3bn later this month through its first D-Mark global bond offering, which will be jointly lead-managed by Deutsche Bank and Salomon Brothers.

The bonds will have a maturity of five or 10 years and the spread over the yield on underlying German government bonds will be in single digits.

The World Bank intends to make two D-Mark global offerings a year and the next issue is likely to come early next year. "This will allow us to freshen up the coupon and allow investors to trade into the new bonds," Mr Lay said.

The World Bank pioneered this form of capital-raising in 1988. Since then it has issued 13 global bond offerings in dollars and yen with maturities ranging from five to 30 years.

Mr Lay said that a large part of the bank's annual borrowing programme of \$10bn to \$12bn would be funded through global bond offerings in these three currencies.

Several sovereign and provincial borrowers have also started issuing global bond offerings, culminating with the Republic of Italy's record \$5.5bn offering in mid-September.

Mr Lay, who was in London yesterday to market the DM global bond offering to investors, said that the World Bank's global bonds had achieved the high level of liquidity he had hoped for.

The World Bank's dollar global bonds were among the 10 most actively traded bonds in Euroclear some 20 months after their launch and the yen global bonds currently accounted for 70 per cent of the turnover in the yen sector of the international bond market.

The Bank's next aim is to encourage Japanese investors to use its yen global bonds as a tool for increasing their total returns.

NEW INTERNATIONAL BOND ISSUES

Borrower	Amount m.	Coupon %	Price	Maturity	Fees %	Spread bp	Book runner
BARCLAYS							
Bayreuths Landesbank	500	4.75	90.42R	Nov.1998	0.25R	+15 (494/-98) US\$	
	75	8.1254	89.55R	Oct.1998	0.07R	+345 (494/-98) JP Morgan Securities	
D-MARKS							
Province of Quebec	500	8.375	90.325R	Nov.2000	0.32R	+40 (514/-98) Westdeutsche Landesbank	
STERLING							
Gracchur P.L.P. (No.1)	250	8.1	89.875R	Dec.1998	0.10R	-	Barclays de Zoete Wedd
Gracchur P.L.P. (No.2)	200	8.1	89.24R	Dec.1998	0.25	+120 (514/-98) Hambros Gavels/Salomon	
Bank of Scotland							
YEN							
Sumitomo Corp./Oseas Capital	150m	2.80	101.16R	Feb.1999	0.15R	-	Metabunk Finance Inst.
FRANC FRANCS							
Crédit Local de France	1bn	5.75	90.54R	Aug.1998	0.25R	+18 (514/-98) CMC	
CANADIAN DOLLARS							
INTL. International Finance Corp.	200	6.00	90.58R	Nov.1997	0.22R	+33 (514/-98) Swiss Bank Corp.	
Geoyerische Versicherung	150	6.00	90.57R	Dec.1997	0.22R	+37 (514/-98) Wood Gundy	
ITALIAN LIRE							
Italbank HypoBank	150bn	8.05	101.75R	Nov.1998	1.975	-	BCI/Euromobiliare
AUSTRALIAN DOLLARS							
St. Australian Govt/PnAust	100	6.50	101.50	Nov.1998	2.00	-	Hambros Bank
DANISH KRONE							
City of Copenhagen	100	6.75	102	Nov.2000	1.675	-	Unibank
SWEDISH FRANCS							
Tokio Marine Co.	200	4.50	102.375	Nov.2002	-	-	UBS
	100	4.75	101.75	Nov.2002	-	-	Coutts & Co.

Final terms and non-callable unless stated. The yield spread over relevant government bond at launch is supplied by the lead manager. * Floating rate note. ** Semi-annual coupon. R fixed or off-paper; fees are shown at the mid-offer rate. a) 2 tranche deals backed deal. Callible on any interest payment date if the outstanding principal falls below 10% of issued amount; b) Class A notes. Coupon rates: 1st year Libor +0.22%; 2nd year +0.54%; thereafter, Average 1.25 years. c) Class B notes. Coupon pays 1st year Libor +0.22%; 2nd year +0.54%; thereafter, Average 1.25 years. d) Coupon +5% above 1st year Libor +0.22%; thereafter, Average 1.25 years. e) Coupon +5% above 1st year Libor +0.22%; thereafter, Average 1.25 years. f) Coupon +5% above 1st year Libor +0.22%; thereafter, Average 1.25 years. g) Floating rate note.

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COMPANY NEWS: UK

Advance to £49.7m helped by full-year contribution from Macarthy Lloyds Chemists ahead 40%

By Peggy Hollinger

ACQUISITIONS helped boost annual profits and sales at Lloyds Chemists, the acquisitive retailer and healthcare wholesaler which yesterday reported a 40 per cent increase in the pre-tax result to £49.7m. The shares closed 15p up at 284p.

Sales were 58 per cent higher at £802m for the year to June 30. This was mainly because of the inclusion for the first full year of Macarthy, the drugs wholesaler acquired in March 1992 for £92.5m, and other pharmaceutical and veterinary drugs supply companies.

Mr Allen Lloyd, chairman, said the year had been "very successful", with progress in all divisions. He stressed the organic growth achieved by Lloyds, particularly in the wholesale distribution division. The profits increase had been achieved, he said, after a 2.3m government clawback on the discounts given on generic drugs, and amid the "most difficult trading conditions in the company's history".

While optimistic about growth in the current year, Mr Lloyd stressed that the group would move ahead at a slower rate. Like-for-like sales in the first 13 weeks were 6 per cent up in the chemists division, 3 per cent ahead in drugstores, and flat in the healthcare chain Holland and Barrett.

Barclay Pharmaceuticals increased turnover by 49 per cent to 2603m and overall, the



Allen Lloyd (left) with Peter Lloyd, chief executive and Dick Steele, finance director

pharmaceutical division increased sales by 63 per cent to £583m. Pre-tax profits were £24.4m higher at £11.4m.

The retail division, which includes the core chemists chain, the Holland & Barrett shops and Supersavers drug stores, showed a 14.5 per cent profit rise to £44.5m. Sales were up 33.5 per cent at £568m.

Veterinary sales rose by 24.7m to £49.2m and profits from £38.4m to £21m.

The interim dividend was increased from 4p to 5.25p for a total of 7.25p (5.55p). Fully diluted earnings per share rose by 13 per cent to 26.84p.

COMMENT

Focus on the short term and Lloyds looks like a winner. There is more margin improve-

ment to come from acquisitions and the wholesale division is growing impressively. Further out, however, one has to question the potential for Lloyds' core chemists business, with little prospect of price improvements, and a significant number of mature stores.

Government restrictions will

cramp outlet expansion and the group seems to have

snapped up most of the attractive chains. Lloyds will also

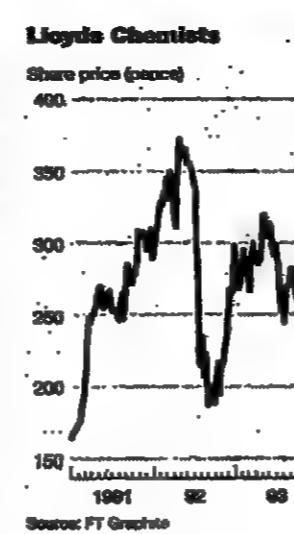
have to watch out for the inevitable counter-attack in whole-

saling from giants AAH and UniChem. Forecasts are for

pre-tax profits of £56m, leaving

a prospective p/e of 9.6 times.

While there is likely to be room for improvement in the short term, the attraction may fade in the longer term.



Source: FT Graphite

Ferranti warns of higher losses

By Paul Taylor

FIRST-HALF losses at Ferranti International, the struggling electronics group, are likely to be higher than in the corresponding period last year, Mr Eugene Anderson, chairman, warned yesterday.

Mr Anderson told shareholders attending an extraordinary meeting, called under Companies Act requirements because its net assets had fallen to less than half its £96.5m share capital, that it was too soon to report on the performance for the half year to September 30.

However, he added, "we will incur another loss during the period which will almost certainly be larger than the comparable loss last year".

In the 1992 period Ferranti, which came close to collapse following the 1989 discovery of huge fraud in International Signal and Control, its US subsidiary, managed to reduce its interim pre-tax losses to £10.9m.

Mr Anderson, who was brought in to try and turn Ferranti around following the ISC fraud, told shareholders that despite the technical requirement to call the meeting, the board recommended that no action should be taken to implement a reduction in capital at this time.

Instead, he said the company would continue to focus on its priorities of strengthening the balance sheet by equity injection or through strategic partnership while seeking to win new orders.

"Liquidity continues to be painfully tight, making supplier relationships more difficult", Mr Anderson said. He added that "to alleviate this problem we have continued to seek an equity injection or a strategic partnership".

Although the chairman said the group had continued to be successful in winning new orders and ended August with an order book of £178m and outstanding bids for 2740m of new business, he said the group was still waiting for confirmation of several large orders.

The shareholders, who met in London, overwhelmingly supported the proposal, although some were critical of the management's performance.

Galliford cuts dividend to 1p

By Catherine Milton

GALLIFORD, the Midlands-based contractor, has cut its total dividend from 4.5p to 1p as part of a plan to expand its housing business which could see its long-cherished net cash position become debt over the next three years.

The company announced this at the same time as revealing pre-tax profits sharply down from £21.03m to £412,000 for the year to June 30 1993.

Mr John Livingston, finance director, said: "In the short term it would be difficult to make adequate net margins on construction so we intend to

increase profits by expanding private housing building activities. We believe the housing market will see steady, undramatic improvement which we want to exploit."

The company would spend up to £4m on land this year and about £2m on development next year.

Galliford sold 170 (158) housing units in the year to June 30 at an average price of £23,000 (£25,000) and expects to exceed 200 in its current year with a target of 300 in three years time.

A recommended final dividend of 0.5p (3.35p) gives a total of 1p (4.5p), uncovered by earnings of 0.33p (2.37p) per share.

J Bibby plans £75m float-off

By Peggy Hollinger

J BIBBY & Sons, the heavily-indebted conglomerate which is 79 per cent owned by Barlow Rand of South Africa, plans to float about £75m next year by floating of its paper, agricultural and science businesses.

The move is designed to reduce Bibby's debt, incurred largely as a result of the hostile £82m takeover in July 1992 of Finanzauto, Spain's only Caterpillar distributor.

Since the takeover, the Spanish construction market has declined more sharply than Bibby had expected.

Mr Richard Mansell-Jones,

expected to be floated with some debt.

It will take some directors from the original company, but is likely to have an independent non-executive chairman.

This division accounted for 48 per cent of Bibby's total of £416m sales and about 32 per cent of £15m operating profits in the 26 weeks to March 27.

The original company, containing the Spanish and Portuguese Caterpillar operation and the Hyster materials business, will be renamed Stratford.

Bibby is aiming to float the three divisions as one company in February under the Bibby name through an offer for sale. The newly-listed group is

expected to be floated with some debt.

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forces ans

Higgs & Hill back in black with £525,000

By Catherine Milton

HIGGS & HILL, the construction and property company, returned to the black with pre-tax profits of £525,000 for the six months to June 30, an improvement on full-year losses of £22m but a small decline from the comparative figure of £26.3m.

"Last year's losses were very much a function of the provisions we made against both the housing land bank and the property portfolio. I would very much hope that the provisions are behind us," said Mr John Thakston, chief executive.

He said Higgs had done "some particularly good property deals" in the first half of last year. "Clearly it is difficult to buck the trend in some of the markets but I do think we are in a strong position."

Sales fell to £126.5m (£100.1m) with the decline in turnover reflecting "reduced workload in construction".

Mr Thakston said construction margins remained under pressure. "There has been as

yet no volume recovery and there is a lot of capacity out there."

Housing sold 196 (126) units and prices were generally stable.

The company received £72,000 in interest compared with charges of £500,000 last time as it reported a cash balance of £7.4m compared with borrowings of £4.7m this time last year.

Higgs has a 50 per cent liability for borrowings of £1.6m held off-balance sheet in a joint venture.

Net cash from operating activities fell to £2.72m (£1.2m) as the company invested in land and made two small acquisitions. "Our cash position on the balance sheet will fall and we may draw down some borrowings in the course of next year essentially as we re-invest back in the business," Mr Thakston said.

The board declared a maintained dividend of 1p, uncovered by earnings down at 0.7p (1p) per share.

Margins squeezed as Pochin's drops 38%

By Graham Deller

POCHIN'S, the building, plant and property group, saw pre-tax profits tumble 38 per cent from £2.48m to £1.63m, over the 12 months to May 31.

The pressure on margins was underlined by the group's turnover, which, boosted by a large design and build contract, expanded some 42 per cent to £65.6m.

Mr Nicholas Pochin chairman, said: "The long awaited and much heralded recovery is still a figment of the imagination within our industry."

"Capacity far exceeds demand resulting in extreme competitive pressure on prices," he said.

Nevertheless, investment and rental income was described as "healthy". The group had retained all its tenants. Mr Pochin said: "All things considered, I believe that the pint pot is half full rather than half empty."

The recommended final dividend is held at 21p for a maintained total of 25p, covered nearly 3.5 times by earnings of 100.2p (£17.6p) per share.

COMPANY NEWS: UK

Tax worries undermine Etam's advance

by Peggy Hollinger

SHARES IN Etam yesterday fell 11p to 253p in spite of doubled interim profits as the women's wear retailer warned that uncertainty over tax increases in the November Budget could affect trading in the second half.

"We are really quite cautious," said Mr Keith Miles, finance director.

"November is the peak trading period for us and we have no idea how the consumer is going to behave with the government

making noises about tax increases," he said.

Etam is heavily weighted towards the second half. Last year it made some £10m of its total £11m profit in the second six months.

On a brighter note, Mr Miles said the £1.21m rise in pre-tax profits to £2.41m for the 28 weeks to August 14 reflected steady progress in the restructuring programme begun some three years ago and better margins through tight control of costs.

Pre-tax profits were also helped by

the absence of a £451,000 charge for withdrawing from lossmaking shops. Sales were 2 per cent higher at £103.2m.

"Holding to our strategy is beginning to pay dividends," Mr Miles said.

Two years ago management fought a fierce battle to retain control of that strategy by opposing a hostile £21m bid from Oceana, a vehicle for Foschini the South African fashion retailer.

The group's three divisions enjoyed mixed fortunes. Snob, which targets

younger, more fashion conscious women, incurred a small loss. Mr Miles hoped it would be back in the black for the full year after restructuring and management changes.

The core Etam business, which caters for the 20 to 55 year old age range, had shown progress, while Tammy, the children's wear operation, had done "extremely well".

The interim dividend goes up 6 per cent from 1.65p to 1.75p, payable from earnings ahead from 0.52p to 2p per share.

Bulmer to distribute Amstel

By Paul Taylor

AMSTEL LAGER, one of Europe's top five selling beers, is to be distributed for the first time in the UK next year by HP Bulmer, the cider maker.

Heineken, which owns the Dutch lager, has appointed Bulmer sole UK distributor of Amstel, which will be launched into the take-home sector early next year with an on-trade launch in 1995.

Amstel will be an important addition to Bulmer's expanding portfolio of premium lager brands which already includes San Miguel, Red Stripe and

DAB, and further strengthens the cider market leader's position in the beer market.

The new agreement will also help compensate Bulmer for the loss of the Perrier and Buxton mineral water distribution agreement in the UK from March next year.

Bulmer, which retains distribution rights to the fast growing Volvic mineral water brand, lost the Perrier brands distribution agreement to Coca-Cola Schweppes Beverages after Nestle's acquisition of Perrier last year.

Commenting on the Amstel agreement, Mr John Rudgard, Bulmer's chief executive, said: "Amstel is one of Europe's most famous beer brands with a long established heritage. Heineken's choice of Bulmer as sole UK distributor and agent is an endorsement of our marketing, sales and distribution skills and further proof of our reputation and track record in the promotion of new brands in the UK market."

Amstel, which is sold in 80 markets worldwide, has been sold in the UK for the past 12 months on a limited basis through a specialist off licence chain and has reportedly achieved high rates of sale.

Prestwick tumbles as operating costs bite

PRESTWICK Holdings, the printed circuit board maker, tumbled 23.97m to the red in the year to July 31. There were profits of £51.000 last time.

In July the company's shares fell 12p to 25p when it warned of the loss. Yesterday the shares shed 3p to close at 27p.

Although turnover improved to £36.1m (£30.4m) operating costs, mainly in the group's smaller businesses, had risen dramatically, Mr Hugh Laughland, chairman, said.

The pre-tax result was after an exceptional £1.5m charge, being reorganisation costs and the loss on disposal of obsolete fixed assets. Net interest payable rose to £52,000 (£45,000).

Mr Laughland said the group had been reorganised into three operating companies, the benefits of which were beginning to show through. The group had returned to profitability in September.

Losses per share amounted to 19.8p (0.5p) and there is no final dividend, leaving the total for the year at 0.5p (1.5p).

Rothmans and Vendome shares excluded from indices

By Maggie Kirby

NEW SHARES to be issued by Rothmans and Vendome following the reorganisation of the tobacco and luxury goods empire will not be included in the UK stock market indices, including the FTSE 100. However, both of SmithKline Beecham's classes of shares - A shares and equity units - will remain in the indices.

The FTSE Actuaries Share Indices steering committee decided not to approve a change to the rule on the definition of a UK company, proposed in September, at a meeting on Wednesday.

The proposed change would have excluded both the new Rothmans companies and the SB units, and caused an outcry from the companies and from stock market practitioners.

Mr Mark Makpeace, secretary to the steering committee, said that the SB units were a secondary line of a recognised UK company, and should therefore be included.

The new Rothmans and Vendome capital structures each involve two companies, of which one will be UK registered.

Mr Makpeace said that as investors will be able to choose not to take any franked dividends - that is dividends on which UK tax has already been paid - it was hard to decide what percentage of the new companies would be British, and the percentage could fluctuate.

One broker said, "a lot of institutional fund managers are cross that Rothmans is not in". He added that, in the longer term, companies not included in the indices became "orphans" with few followers.

FT-SE share indices changes

THE FOLLOWING notice was issued yesterday by the FT-SE Actuaries Share Indices steering committee:

The FTSE Actuaries Share Indices steering committee has met to consider the issue of the eligibility of the SmithKline Beecham units, new Rothmans units and Vendome units in the indices following the proposal to change the rules defining of a UK company.

The committee has decided, pending a review, to make no changes.

SmithKline Beecham A shares and units will remain unaffected and, upon the restructuring of Rothmans International and Dunhill, the new Rothmans and Vendome units will not be admitted to the indices.

The steering committee felt

that defining a UK company for index purposes was a complex issue and reaffirmed its commitment to three important guiding principles, namely:

- Integrity of the indices as a benchmark of the performance of UK companies.
- Objective and equitable treatment of all constituents.
- Continuity and stability of index constituents.

In light of the complexity of the issues involved and the impending ruling on foreign income dividends anticipated in the November budget, the steering committee decided not to make changes to the rules governing the indices at this time but to conduct a further review to assess the national/internationality qualifications for membership of the UK indices and to

examine the problems posed by complex cross-border capital structures.

In the meantime the committee agreed to make no changes to the rules.

SmithKline Beecham units will remain in the indices as will the SmithKline Beecham A shares which are unaffected by this issue.

Because Rothmans International's capital structure is undergoing significant change, Rothmans International will no longer exist as a corporate entity from October 25 and will, therefore, leave the indices on its restructuring on October 22.

It has been decided that neither new Rothmans units nor Vendome units will be admitted to the indices at that time.

Information on the new Rothmans and Vendome units will be available in the FT-SE Actuaries Share Indices

and the FT-SE Actuaries Share Indices

RECRUITMENT

JOBs: Why the setting of clear-cut goals when seeking new business ideas can end in little net profit

QUITE who first cut spiral grooves up the inside of a musket barrel in Germany 500 years ago, nobody knows. Nor, while the longer and more accurate shots resulting from the "rifling" grooves led others to follow suit, did anybody then know why the new rifles outperformed smooth-bore guns.

So in 1547 the Archbishop of Mainz did an experiment to find out. He got riflemen to fire at targets with two sets of bullets. One set was made of silver, almost as sacred as gold by religious tenets, and the rest of the unholy lead. The lead bullets hit the hull far more often than the silver, which mostly fell short. Why?

The conclusion now would be that the bullets made of silver, a hard metal, resisted the grooves of the rifling and so were held back; whereas the soft lead kind yielded to the grooves, taking on the spin which did the trick. But that wasn't what the Archbishop concluded from the experiment.

His conclusion was that rifle bullets must be guided by devils. And that - in a society which believed the air was filled with invisible angels and demons fighting one another - served as a perfectly scientific explanation.

What brings the said episode

The source of effective innovation

to the Jobs column's mind is an uncanny coincidence which may be taken that I'm being guided by something (although which side of the fight it's on is another question). The sequence began at Spain's Instituto de Empresa management school, when I was hearing about the way the school teaches would-be top executives how to be successful innovators. The method is first to analyse markets to find a niche for a new product, then devise a product to fit the niche.

The description of same reminded me of some research into the matter which I'd reported, as I thought, about four years ago. So on returning I leafed back to January 1989, only to draw blank. That meant a long search, which miffed me because I wanted to get on with reading about a fairly new development in psychology I'd chanced upon, called reversal theory.

Among its suggestions is that, when taking action, people can be in either of two distinct frames of mind. In one of them, which the theory terms the *telic* state,

the action is undertaken solely as a means to some pre-set end. For example, when the goal of passing an examination causes you to delve into a textbook, you are reading in a telic way.

The other kind of action, termed *paratelic*, consists of things you do simply because you want to do them. When you get the feeling that you'd like to read and settle down with a book, you're reading in a paratelic way, probably with no clearer goal than just to see what happens.

Moreover, while we can change (or "reverse") from one to the other, we tend to be either telic- or paratelic-biased in our actions.

But, as I said, my own reading of the theory was interrupted by the hunt for the research report, which turned out to date from 1987. The study, by Dr Rolf Berth, was of 73 successful innovations in companies. It found that only nine of them had been achieved by the method, essentially telic, taught in the Spanish school. The rest resulted from someone just having an idea and developing it to see what happened.

After reporting as much in the 1987 article, I went on to hazard a guess that folk with the clear-cut ambition needed to climb to the top of companies "have minds which operate in fundamentally different ways from those of effective innovators". Hence my feeling of awe on returning to the book on the theory, and reading of a trial in which some telic-biased people and others with a paratelic bias were individually set to work on a problem while wired to a device measuring the electrical activity in their brains.

Not only was their activity greater in the paratelic case, but the pattern differed. Their whole brain was directed towards a single focus, whereas the telics seemed to be applying different bits of their brain in separate directions. Gorblimey!

That is unfortunately all I can tell you about the theory until I've learned more. Even so, it's surely enough to raise a question about the widespread belief that the best way to run a company is to fill all its influential positions with people of the decisive, goal-

orientated telic mentality. Doesn't it smack of the sort of belief which led the Archbishop to his conclusion about rifle bullets?

Now to the table below, which gives the going rates of pay for British managers as shown by the Reward company's latest six-monthly survey. Anyone wanting to know more about it should

contact Vivienne Copeland at Reward House, Diamond Way, Stone, Staffordshire ST16 0SD; tel: (0785) 813566, fax (0785) 817007.

My extracts relate solely to managers just below director. To update to October 1, all pay figures should be increased by 0.44 per cent. Regional variations to know more about it should

16 per cent. Scotland by 8.8, South-east England by 3.0, and Northern Ireland by 0.2; lower South-west England by 1.9 per cent, West Midlands by 3.2, North-east by 6.1, North-west by 7.2, and Eastern counties by 8.8.

Variations by company turnover were: higher £200m-plus by 41.9 per cent, £200m-500m by 12.8, £100m-200m by 10.5, £50m-100m by 4.3; lower £20m-£50m by 2.6 per cent, £10m-£20m by 3.2, £5m-10m by 10.7, and under £2m by 15.5.

Michael Dixon

Rank One = Most senior executive below rank of director to:	Lower quartile		Median		Upper quartile		% with company car
	Basic salary	Total reward	Basic salary	Total reward	Basic salary	Total reward	
Company secretariat	30,375	30,675	37,791	35,124	39,385	36,000	40,375
General management	28,597	29,238	34,922	34,800	35,395	36,000	38,328
Marketing	27,820	29,048	32,283	31,950	34,420	32,955	39,500
Finance & accounting	29,100	29,886	33,000	33,000	34,000	33,771	38,383
Data processing	27,944	28,503	32,270	30,931	33,685	31,760	38,756
Personnel	26,836	26,408	32,168	30,300	32,463	31,381	39,232
Administration	25,489	26,438	31,844	28,540	32,500	31,500	40,153
Surveying/construction	28,022	28,600	30,920	27,500	32,076	27,500	34,110
Distribution	24,938	24,710	28,622	27,000	31,986	30,000	36,050
Sales	28,000	27,745	32,628	30,000	31,752	30,552	38,348
Engineering	26,257	26,003	30,459	29,198	30,625	29,550	34,071
Purchasing	24,879	24,897	29,006	27,500	30,304	28,000	34,977
Scientific/technical dept	26,380	26,665	30,000	28,816	30,237	29,250	35,000
Production	23,780	24,688	28,500	27,000	29,044	27,852	33,468
Quality assurance	23,113	23,547	28,200	26,300	28,762	26,863	31,500
All Rank-One execs	26,250	-	31,068	30,000	-	(-)	36,787

76.8

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Furthermore, you will possess strong interpersonal and communication skills together with the ability to encourage and assist other team members whilst maintaining the drive to excel in a dynamic environment.

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Interested applicants should write to:
David Twiddle (fax 071-915 8714), enclosing a detailed CV, to Robert Walters Associates, 25 Bedford Street, London WC2E 9HP.

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The Data Protection Registrar

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The Data Protection Act 1984 governs the use throughout the United Kingdom of computerised information about living individuals. It requires the holder of such information to register and to meet prescribed standards. It gives individuals the right to have access to computerised information held about them, and to challenge its accuracy.

The Data Protection Registrar is an independent officer who is appointed by Her Majesty the Queen and who reports directly to Parliament. A successor is now sought for Eric Howe CBE, the first Registrar, who retires early next year. This is a fixed-term appointment for five years with the possibility of renewal.

The Office of the Data Protection Registrar has 100 staff and an annual budget of £3.5 million. The Registrar's role is to act as an ombudsman in ensuring the responsible use of computerised personal information:

this entails maintaining the public register of data users; interpreting the law; promoting good practice in the handling of personal data; and enforcing the provisions of the Act and applying it to new

technologies. The extension of the Registrar's powers to include overseeing the proposed right of access to non-computerised personal information held in the public sector is under consideration; other changes to the role could result from a proposed EC Directive now under discussion in Brussels. The Registrar maintains close contacts with counterparts in other countries.

You will have knowledge of the operations of commercial and/or public sector organisations where computers are used to handle personal data. Proven managerial ability at a senior level is essential and a background in, or familiarity with, legal issues would be an advantage. You will also have managed change sensitively and have the personal qualities needed to earn the respect of consumers, top managers and Parliament for your independence and objectivity.

For further details and an application form (to be returned by 29th October 1993) please write to Recruitment & Assessment Services, Alconon Link, Basingstoke, Hampshire RG21 1JB, telephone Basingstoke (0256) 468551 or fax (0256) 846574/846565. Please quote Ref. B/1936.

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If you are interested in this challenging role, please apply promptly with CV to Ref: AF, Personnel Department, Gartmore Investment Management Ltd, PO Box 65, 16-18 Monument Street, London EC3R 8QH. Closing date - 15th October 1993.

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One Southwark Bridge, London SE1 9HL.

Corporate Finance Birmingham Significant Packages

KPMG Corporate Finance already operates as a major force in corporate financial services in the Midlands. Due to continued growth, its well-established Corporate Finance team will be further strengthened by the appointment of three additional specialists -

Venture Capitalist

To specialise in MBO's and fund-raising. Applicants should have a minimum of 2/3 years' experience in the venture capital industry or similar experience in a corporate finance organisation, managing MBO's and M&A's at a senior level, and are likely to be qualified Accountants.

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To specialise in and control mergers, acquisitions and company disposals. Applicants will currently be in industry, with direct responsibility for an acquisition and/or divestment programme.

Financial Advisor

To act as deal initiator and manager for corporate transactions. Applicants will be merchant bankers or directors of a public company, with first-hand experience of controlling corporate transactions from strategy to completion, and are likely to be qualified Accountants.

Candidates must have strong analytical and marketing skills, the ability to operate at Board level and be able to work effectively within a team. It is unlikely that candidates under 30 years of age will have sufficient experience for these positions. Career prospects are excellent.

Please write, indicating which position you are interested in, to David Gibbs, with full C.V. and salary details, quoting reference B/438/93.

KPMG Selection & Search

Pent House, 2 Cornwall Street, Birmingham B3 2DL.

HEAD OF COMPUTER DIVISION

The Botswana Building Society operates nine branches located throughout Botswana with the Headquarters located in Gaborone.

The Society requires the services of a suitably qualified Computer Professional to head its computer Division which is based in Gaborone. The successful applicant will also become a member of the Society's Senior Management Team.

The Society currently operates on-line and batch computer systems which utilise the PICK operating system. These systems have outlived their useful life and the Society has initiated a project to replace these ageing systems with modern hardware and up to date software. This will entail the use of the wide area networks and the maintenance of distributed databases.

The Head of the Computer Division will be responsible for:

- ◆ Complete control of all aspects of the Society's computerisation.
- ◆ The formulation of policy related to information processing.
- ◆ The management of existing computer staff.
- ◆ The testing of the new computer staff.
- ◆ The testing of the new computer systems.
- ◆ The transition from the old computer system to the new computer system.

The ideal applicant should have:

- ◆ Reached the age of thirty.
- ◆ At least ten years computer experience in the design and implementation of sophisticated computer systems.
- ◆ Proven managerial experience.
- ◆ A strong financial background.
- ◆ Previous experience in a building society environment would be advantageous.

The Society offers:

- ◆ Salary of £30,000 - £42,000 per annum.
- ◆ Benefits normally associated with a senior management position.
- ◆ Passage from outside Botswana.
- ◆ Post contract tax free gratuity.

Applications accompanied by a full CV should be sent under confidential cover to:

General Manager and Secretary
Botswana Building Society
P. O. Box 40029
Gaborone
BOTSWANA

To arrive no later than 31st October, 1993.

Opportunities in Corporate Finance and Trainee Fund Management

Due to increasing business success, a major British Merchant Bank is seeking Junior Executives with 1-2 years' work experience for several of its business areas.

Your role will be to support specialist teams providing succinct analysis of sectors, companies and countries. You will be also required to make an immediate contribution in terms of ideas and client liaison.

You should have a 2(i) degree, preferably in Economics, Law or a business related discipline, and have

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You will need to be a confident communicator and fluency in a European language would be advantageous. Thorough training will be provided and opportunities for progression are excellent.

Please apply in strict confidence, enclosing a detailed CV including current salary and indicating your preferred business area to Geoff Selby (Ref. GR/93), Buckley Deane Wakefield Limited, 38 Charterhouse Square, London EC1M 6EA.

BDW ASSOCIATES

HEAD OF CAPITAL MARKETS

A joint venture bank headquartered in Cairo is seeking to recruit an experienced Capital Markets Professional to head up this activity.

Applicants should be familiar with money market instruments; mutual fund development & management; company valuations; public offerings etc. In addition they should be fluent Arabic speakers and have a familiarity with Egyptian banking most likely acquired by having previously worked and lived in the country.

Salary and Benefits offered are very competitive and reflect and importance of this senior management role within this Bank.

Applicants should send their CVs to:

Ms. Kamilia Hussein
4. Hassan Sabry St.
Zamalek, Cairo
Telephone No: 02-3400063



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To meet this demand the Bank now seeks an additional relationship manager to augment the existing corporate banking team.

The ideal candidate will be a US bank credit trained graduate, with a minimum of 5 years banking experience. He/she will have extensive exposure to lending to major, blue chip, UK/European multinational corporates at agent underwriting and participative levels.

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This post represents an exceptional opportunity to join the growing London operation of one of the most profitable banks in the US.

The bank seeks the highest quality candidates and the remuneration package reflects the importance of this position. It will include a competitive basic salary, car, discretionary bonus, mortgage subsidy and the full range of banking benefits.

Interested candidates should contact Niall MacNaughton at BBM Associates Ltd (Consultants in Recruitment) on 071-248 3653 or write, sending a detailed Curriculum Vitae to the address below. All applications will be treated in the strictest confidence.

76, Wadding Street,
London EC4M 9BJ

Tel: 071-248 3653
Fax: 071-248 2814



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A leading Group in Kuwait requires a resourceful and highly experienced V.P. for its operations. Our companies deal in Computers, Food Stuff and Elevators. Also we are in the Trading and Contracting business. Reporting to the President, you will assist in the overall day-to-day operations of the business. Carry out a comprehensive review of each segment of our operations, and identify and develop new business opportunities. This is a challenging role that demands a highly enthusiastic and dedicated person.

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Please write in confidence with full CV and covering letter outlining your current package and career achievements to date:

The Advertiser, P.O. Box 21119, Safat 13072, Kuwait or Fax (00965) 246-6202

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Competitive Package

A major European bank with a strong reputation in the Foreign Exchange market is looking for a Head of their FX trading team. The successful candidate will be in their thirties, with a minimum of five years FX Trading experience, including a focus on Scandinavian currencies. Successful management experience of a sizeable team and experience in trading both spot and forward FX are essential. Knowledge of German and at least one Scandinavian language is also preferable.

Please reply in writing with full cv, Ref OC15H



1 South Audley Street, London W1Y 1HZ Tel: 071-491 3966 Fax: 071-491 1649
A division of BNP Paribas

CORPORATE FINANCE PROFESSIONALS

A leading Turkish-based brokerage house with a broad foreign institutional client base is seeking corporate finance professionals to add to its growing corporate finance group. For both positions, fluency in a second language, including Turkish, is an asset. Applicants must be willing to relocate to Istanbul.

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Keen, aggressive and self-possessed, you will be responsible for all aspects of corporate finance deal origination, development and execution. This position offers excellent opportunities for those who can oversee a deal from client contact through mandate letter to closing.

Corporate Finance Analyst

Put a solid educational and professional background to work for the corporate finance group in the analysis and evaluation of corporate finance transactions. In addition to superb numeracy, you will possess strong writing skills which you will use to communicate your views and conclusions with clarity, speed and accuracy. Expertise with Lotus, MS Excel, MS Word, SAS, TSP or similar statistical software packages is a requirement for this position.

Applicants interested in the foregoing positions should respond by providing a curriculum vitae and a letter outlining career objectives and salary history and expectations, to: Greg Kiez, Acting Director of Corporate Finance, Global Merkli Degerler A.S. 368/11 Haleskargazi Cad. Çiftlik Apt., Sisli, Istanbul TURKEY 80220 Fax: (90) 230 22 35

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Multinational Computer Models Ltd.
Attention: Personnel Department
Butler House, 19-23 Market Street
Maidenhead, Berks. SL6 8AA
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- Assistant roles to provide support to the Pan European Equity Research Analysts offering career prospects for success-oriented individuals.
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You will have at least two years experience within the Equity Markets in either Sales or Research. Aged in your twenties, you will have a quality degree, spreadsheet experience and also a knowledge of accounting and analysis. The role will include statistical analysis, financial analysis of company figures and reports and the production of written research material in a demanding, pressurised environment. The successful candidate will work with the Analysts, specifically the Chemicals Analyst and UK Electronics and Telecommunications Analyst, to provide current, up to date research and forecasts on the European Industry for the Equity Sales, Trading and Corporate Finance teams.

● Please contact Oliver Wells in strictest confidence at: Michelangelo Associates, 36 Whitefriars Street, London EC4Y 8BH. Tel: 071 936 2857, Fax: 071 583 6531.

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Unique Marketing/Team Leadership Opportunity

Niche Middle East Focus

Excellent package

London-based

The Appointment

A unique U.S.-based global financial institution, whose outstanding performance positions it in the premier league, is taking a uniquely creative approach to the successful expansion of its Private Banking business in the Middle East. Recognising the growing financial-service needs of Saudi women, while at the same time seeing significant growth in its overall activities in the Middle East region, its International Private Bank seeks an unusual individual who can perform a two-fold role; to spear-head marketing and product delivery at the most senior levels to female clients in Saudi Arabia, and to be overall Head of the expanding Middle East team.

The Requirements

- A high calibre individual with the status to take up this senior appointment; outstanding maturity, interpersonal skills and management ability.
- A minimum of 10 years' experience of marketing a diverse range of Banking & Investment Management.
- Experience of the Middle East region; fluency in Arabic and English is essential and ideally French.
- Track record of establishing and maintaining strong client contacts with female clients in Saudi Arabia.
- Thorough familiarity with the U.S. banking environment.
- Experience of Swiss Private Banking.

Interested candidates should write to Paul Lewis at BBM Associates Ltd (Consultants in Recruitment) enclosing a full Curriculum Vitae which should include contact telephone numbers. All applications will be treated in the strictest confidence.

76, Wadding Street,
London EC4M 9BJ

Tel: 071-248 3653
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ASSOCIATES

DAY OCTOBER 8 1993

FINANCIAL TIMES FRIDAY OCTOBER 8 1993

IBFG Interdisciplinary Consulting & Research Group Ltd

Our client is a renowned, medium-sized private investment bank situated in Zurich's financial district with a strong focus on brokerage business. With a view to expanding services to institutional investors the bank is looking to complement its small, highly motivated team by a

SENIOR FINANCIAL ANALYST
(male or female)

who would provide the major impetus for selling Swiss shares.

Candidates for this position ideally should have a sharp analytical mind and commensurate track record combined with a high degree of self-assurance and conviction in dealing with clients as well as the requisite will-power to demonstrate exceptional performance both independently and as a team player.

If you feel qualified, we would be pleased to receive your application including the necessary particulars. Complete discretion is assured.

Dr Leopold Kohn, Managing Partner
IBFG Interdisciplinary Consulting & Research Group Ltd
Beckenhofstrasse 16, PO Box 176, 8035 Zurich / Switzerland

For further information or details, phone +41-382 9900.

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An attractive benefits package commensurate with a leading financial institution will be offered.

Preliminary interviews will be held in the British Isles.

Detailed Curriculum Vitae should be sent in the strictest confidence to Box B1707, Financial Times,
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TRANSLATOR

LADY, 24, TRANSLATOR AND SIMULTANEOUS TRANSLATOR IN GERMAN, ENGLISH AND FRENCH SEEK POSITION FULL TIME OR ON A CONTRACT BASIS AS P.A./TRAVEL A.S.E. ANYWHERE. FAX NO 011-533 6785. WRITE BOX B1718, FINANCIAL TIMES, ONE SOUTHWARK BRIDGE, LONDON SE1 9HL.

RESOURCEFUL

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Please reply to: Box B1717, Financial Times,
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Highly qualified (A.C.A. big 3) with vast range of work experience at manager level (Corp. finance, banking, research, compliance, administration) moving to Stockholm seeks position.

Write to: Box B1718,
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CONFERENCE PRODUCERS

AIC Conferences is one of the world's leading organisers of business conferences. The company has recently opened new offices in New York, Mexico, Chile and London. Rapid expansion of the London Office is creating openings for conference producers.

As a Conference Producer you will be responsible for researching and writing conference programmes on topical business issues. You must be confident, self motivated and hardworking. You must have a good university degree and preferably two years commercial experience in an area such as banking, law, government, IT, manufacturing or health.

Please forward your resume by the 12th October to:

Charles Macdonald, General Manager, AIC Conferences, Nestor House, Playhouse Yard, London EC4V 5EY.

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Please contact Anne Langdon at:
18 City Road London EC1Y 2AA
Tel: 071-628 9421 (24 Hrs) Fax: 071-256 9275

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£45,000 + Benefits

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Key issues to be tackled include significant input to strategic development of the business and implementation and management of integrated systems and controls.

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Business acumen, flair and drive are essential, as is a creative, highly credible management style.

Please send a full CV to Pippa Curd, Douglas Llambias Associates, 410 Strand, London WC2R 0NS. Tel: 071 836 9801 or Fax 071 379 4820 quoting ref 710PC.

**ACUSON COMPUTED SONOGRAPHY****European Financial Controller**

West London

C. £50,000 + Benefits

Acuson is the worldwide leader in the design, manufacture and marketing of medical diagnostic ultrasound systems. Due to the relocation of their European Headquarters from Frankfurt to Stockley Park they are recruiting a qualified accountant with significant international experience to control their pan-European operations.

The scope of this role will be to:

- * Manage all aspects of financial support to the European Distributor business and as required provide guidance and support to the European Subsidiary Controllers.
 - * Ensure successful budgeting and business forecasting.
 - Additional responsibilities will include:
 - * Contract construction and financing.
 - * Managing all banking, treasury and exchange exposure issues.
- A comprehensive benefits package including car and profit sharing is offered together with a salary of circa £50,000.
- Candidates should send their CV to David Brownlow at Douglas Llambias Associates, 410 Strand, London. Tel 071 836 9501. Fax 071 379 4820. (ref 710DB)

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INTERNATIONAL MANAGEMENT GROUP

International Management Group, Mark McCormack's worldwide sports and arts management organisation is looking for a

CORPORATE TAX EXECUTIVE

To join its Corporate Tax Department in Cleveland, Ohio. This position will require excellent international tax experience with a good understanding of European country taxes. Its principal responsibility will be tax planning and research for IMG operations in Europe, however a solid practical accounting background will be essential for other responsibilities: preparation of projections, analysis of financial data, assisting in preparation of tax returns, etc. The successful applicant will be an ACA (or equivalent, CPA in US, etc) with at least four years post qualification experience in a large firm, will have in depth experience and expertise in European country taxes, and a basic understanding of U.S. corporate taxation, especially relating to U.S. taxation of international transactions.

Please reply in writing with full C.V. to Louise Dier, Pier House, Strand on the Green, Chiswick, London W4 3NN.

EAST EXPANDING CORPORATE FINANCE DIVISION OF SUBSTANTIAL FINANCIAL GROUP WISHES TO APPOINT EXPERIENCED EXECUTIVES

Successful candidates are likely to have graduated from Financial Consulting or Corporate Finance Departments of the big accountancy firms or smaller M & A department of a Merchant Bank or Venture Capital House. Key attributes will include proven financial modelling capabilities, outstanding commercial drive, excellent communications and presentation skills. Good sense of humour essential.

Self-motivating applicants should forward C.V.s to:

Box No A4454, Financial Times, One Southwark Bridge, London SE1 9HL.

TOWER HAMLETS HOUSING ACTION TRUST

Director of Finance and Administration

£42,000 - £45,000

The Tower Hamlets Housing Action Trust, with the full support of residents has the exciting task of taking forward the redevelopment and improvement of three 1970's estates in Bow. The programme will involve major capital works to replace and refurbish 1600 units phased over 5-7 years at an estimated cost of £80 million. It will work in close partnership with those living on the estates, the private sector and other agencies. As well as providing high standards of living, the HAT has broader social objectives to improve community facilities and enhance training and employment opportunities for residents.

The Trust is now seeking a Director of Finance and Administration to develop and implement its financial policies and procedures. The successful applicant will be a qualified accountant with both public and private sector experience, used to preparing and managing multi million pound budgets, with excellent organisational and communication skills.

The principal responsibilities will include overall financial management, preparation of budgets, plans and forecasts, overall systems and project management, development of personnel and general administration policies, raising finance, capital project appraisal, tax management and the normal duties associated with running an in-house accounts department. Experience and a proven track record in these matters is therefore a prerequisite.

Application form and information pack are available from Regina Obiora at Tower Hamlets HAT Office, 278/279 Lefevre Walk, Bow, London E3 2RD or telephone 081 983 4688. Closing date for between 8am and 5pm Monday to Friday quoting reference No DFA/93. Applications are 29 October 1993.

The Tower Hamlets HAT is committed to providing equal opportunities.

FINANCE DIRECTOR

Publishing Dorset To £35,000 + Benefits

Our client is an independent, international publishing house with an enviable reputation for quality and innovation. The company is committed to growth and in this connection now seeks a financial director with initiative and ability.

The ideal candidate will be a bottom line oriented, qualified accountant - probably aged late 20/30s - with a proven ability to implement and manage change in a challenging environment. Principal accountabilities will be to maintain and develop the company's accounting systems, provide monthly management information including management accounts and cash flow forecasts, and apply pragmatic solutions to commercial issues. First class communication skills, personal maturity and the ability to work with a small, committed management team are essential.

Knowledge of publishing would be a significant plus, but experience of other, relevant, service industries will be considered. The successful candidate will possess the potential to develop as the company continues to grow: this is a first rate opportunity.

Please write, enclosing career and salary details to:

James Fane-Gladwin, Director, Beauchamp Browne, 5 Old King Street, Bath BA1 2JW, who is advising the company.

Hong Kong based**INTERNATIONAL FINANCIAL CONTROLLER**

Fund Management Company with an established reputation as a leading player in South East Asia seeks an experienced qualified accountant with a strong background in the financial services industry.

Reporting to the Board, the Financial Controller is responsible for the day to day implementation of financial controls for the Group's international business network and for corporate financial management. The successful applicant should have particular awareness of fund accounting, corporate secretarial matters, treasury management, international tax legislation and have strong administrative skills.

A graduate chartered accountant from a leading firm, probably in your early 30s, results-driven, confident, industrious team-spirited and adaptable with experience gained in a commercial environment and used to communicating at the highest level. Single status preferred.

£ Attractive + Relocation Expenses, housing and normal benefits.

Please write enclosing a full CV, recent photograph and salary expectations to Box B1712, Financial Times, One Southwark Bridge, London SE1 9HL.

Closing Date 19th October, 1993

ACCOUNTANCY COLUMN

Portion of Cadbury may taste more bitter than sweet

Andrew Jack wonders whether proposals for internal controls are focused in the right direction

THOUSANDS of copies of an unlikely bestseller are circulating in British boardrooms this month in a sale driven by fear. The text is one which could test executives' powers of imagination with words as much as accounting standards have, in the past, challenged their creative use of numbers.

After a tortuous period of gestation through more than 17 drafts, the working group on internal control has produced a weighty document designed to provide directors with advice on developing and commenting on effective financial controls.

Internal Controls and Financial Reporting runs to 70 pages of tightly-packed text, ranging over six chapters and six appendices. It was prepared by the Institute of Chartered Accountants in England and Wales, with six chartered accountants drawn from business and the profession as members.

Few can have expected all this work to have been spawned by a few almost throw-away lines in the report of the Cadbury committee on the financial aspects of corporate governance, issued last December. Cadbury recommended that "the directors should report on the effectiveness of the company's system of internal controls", and called on the accountancy profession to develop the "necessary guidance" to allow this to take place.

Businesses would be foolish to ignore the document, however tempting that might be. If and when it is ever approved, it will become an essential part of the recommendations in the Cadbury code. Listed companies will be required to provide a statement on internal controls. Fall-

ure to comply could result in action by the Stock Exchange.

On the whole, the guidelines manage to do an effective job of sketching out the background to the subject and highlighting issues to consider. The document defines internal controls as systems established to provide reasonable assurance of effective and efficient operations, reliable financial information and reporting, and compliance with laws and regulations.

It says controls are needed in order to comply with the law, act as a management response to growing corporate size and complexity, and provide a means for boards to identify and evaluate risks for the prudent operations of the company on behalf of shareholders.

It argues that internal control structures have four separate "elements". The first is the control environment, fostered by the board for all individuals in a company to take the subject seriously. The second is the identification of risks, control priorities and objectives. Third is control activities: the policies and procedures to ensure that the objectives are achieved. Fourth is monitoring and corrective action.

All these points seems very logical, desirable and even patently obvious – on paper. They reflect an increasing focus on internal controls, not least that highlighted in a paper earlier this year by the Institute of Chartered Accountants of Scotland, which sees a far greater role for internal auditors in place of external auditors in the future.

The most vocal, and effective, critic of the internal controls proposals has been the Hundred Group of leading

finance directors. Following dire warnings of "corporate overload" generated by a raft of new proposed guidelines issued in the last few months, the group recently gained agreement for greater consultation, co-ordination and delay.

Partly as a result, the document, which was originally due in June, has only just been released, and is now out for consultation until the end of next February. That means if it ever finally appears, it is unlikely to be in place for reporting by companies with year-ends before the end of 1994.

In a speech last week, Mr Nigel Stapleton of Reed Elsevier, chairman of the Hundred Group's technical committee, urged standards-setters to "make haste, carefully", arguing there were too many peripheral issues under discussion, with guidelines often inadequately drafted.

The danger is that companies – many already with good internal control systems – will be saddled with substantial additional costs to report on internal controls, while those without will still be able to slip through the net and avoid fairly reporting on the state of their systems.

It is tempting to dismiss these criticisms as self-interested attempts by boards to save costs and evade efforts to make them more accountable. That would be far easier to do if those taking the alternative, working party line were entirely dispassionate. But they are not.

The accountancy firms have been cashing in on Cadbury in a big way. It came as no surprise that publication of the document last week was immediately welcomed by KPMG Peat Mar-

wick and Coopers & Lybrand, for instance. KPMG, Arthur Andersen and Touche Ross have all recently produced booklets on the topic.

While calling for greater attention to internal controls, the firms have been aggressively marketing their advice to steer companies through the confusion caused by the fall-out from the corporate governance movement.

In the longer term, some of the firms are estimating that ensuring companies are complying with the Cadbury code – notably on internal controls – will add between 10 per cent and 25 per cent to the annual audit fee.

As the working party document says, most companies will need to review their internal control systems as part of the process of generating their statement of compliance with the code. For smaller companies, one accountant estimates that will typically cost several thousand pounds in consulting fees to write systems. What is unclear is how far this will be a paper exercise to satisfy the auditors rather than something which genuinely adds value.

In a chapter on the statement that directors will be required to make, the working party urges that the wording should be free-ranging rather than adhering to a formulaic "boiler plate", something which is sadly the norm in auditors' reports. It wants directors to list "reportable weaknesses" which have been discovered, and describe remedial action being taken.

If it worked, such text would provide wonderful information for readers of accounts, not least journalists. But it would also mark a remarkable

change in the normally bullish texts available up till now, and leave boards feeling exposed and more vulnerable to legal action than a standardised form of words.

Guidance is now being developed by the Auditing Practices Board on how auditors would verify the statement. But it is unclear how detailed this is likely to be and what would happen if there was disagreement between auditors and directors over the state of internal controls.

Boards would clearly do everything possible to prevent a qualification in their accounts driven by disagreement on the topic. Yet the recommendation is to leave little room for them to conceal the sins of the past, since they are being required to own up to weaknesses and say how they are making amends. That contrasts with accounting standards which allow for disputes to be resolved and policies changed following discussion with the auditors but without any public statement.

This would suggest that boards will impose greater pressures on their auditors not to qualify their statements – on pain of loss of audit fee or job. And, unlike with the Financial Reporting Review Panel for accounting standards, auditors would not have the power of an external regulator party to the discussions with which to threaten compliance.

As a result, the statement on internal controls runs the risk of being costly but worthless.

Internal Controls and Financial Reporting, from Lisa Groves, Working Group on Internal Control, PO Box 433, Moorgate Place, London EC2P 2EJ, £5.50.



SCHOOL CURRICULUM AND ASSESSMENT AUTHORITY

The School Curriculum and Assessment Authority was established on 1 October 1993. Based in London, it advises the Secretary of State for Education on all aspects of the curriculum and its associated assessment arrangements; is responsible for the administration of national testing arrangements; and will manage consultations on future changes to the National Curriculum and its assessment and will manage consultations on future changes to the National Curriculum and its assessment.

SCAA is currently seeking to appoint:

**CHIEF FINANCE OFFICER
GRADE 7 - SALARY RANGE £25,330-£39,227
plus London Weighting of £1,776**

Ref No. 31

The Chief Finance Officer will have responsibility for managing the finance and accounting function, including payroll, pensions and purchasing. The work includes the financial management of contracts up to £1.2m per annum, as well as advising on legal aspects. The CFO will be supported by ten other staff within the Finance Section and will report to the Director of Finance and Personnel.

Applicants should be qualified accountants with the ability to analyse and resolve complex financial issues and should have significant experience of analysing and co-ordinating estimates and preparing final accounts. Experience of contractual matters and management of staff is also required. Experience within the public sector at a senior level is desirable, as is the ability to bring a commercial understanding to the work.

The post will be offered on a fixed-term (renewable) contract basis, normally for an initial period of three years. Benefits include a non-contributory pension scheme, up to 30 days annual leave, relocation assistance up to a maximum of £5,000 and an interest-free season ticket loan.

Application forms and further details are available from:

SCAA Personnel Team

Newcombe House

45 Notting Hill Gate

London W11 3JB

Telephone No. 071 243 9216 stating reference number

Closing date for return of application forms: 21 October 1993

SCAA will be an equal opportunity employer. Applications are welcome from individuals irrespective of race, sex or marital status.

European Finance Director (French/German speaking)

M4 Corridor

Our client, a wholly owned subsidiary of an internationally renowned US manufacturing group with a European turnover in excess of £60m, is looking to recruit an exceptional calibre financial businessperson to the challenging role of European Finance Director.

Reporting to the European Managing Director, who is based in the UK, the successful applicant will act as part of the senior management team and will take responsibility for the day-to-day finances of the company. In broader business terms the European Finance Director will be expected to make a major contribution to the commercial aspects of the group's European operations from a financial standpoint. This is not an ivory tower appointment and the postholder will be expected to participate fully at local operational level throughout Europe and to ensure the progressive removal of national country boundaries to provide common reporting procedures.

ERNST & YOUNG

£Neg + Car + Bonus

Candidates for the position will be graduate, qualified accountants, likely to be in the 35/45 age range, with demonstrable experience of a medium sized manufacturing environment with European and US reporting structures. Key strengths will include manufacturing costing techniques, MIS, taxation and US GAAP; in addition first-hand exposure to acquisitions and disposals would prove beneficial due to the group's commitment to growth in Europe both organically and through acquisition.

Interested candidates should write enclosing a detailed curriculum vitae with salary details and outlining their suitability to the position to Jeff Cottrell, Ernst & Young Corporate Resources, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NB, quoting reference IC490, or telephone 071-831 1825 for an informal discussion.

FINANCIAL CONTROLLER

Central London

c.£42,000 + Benefits



GROUP FINANCE DIRECTOR

London

c.£55k + Bonus + Car + Options

With an enviable track record of profitability this quoted Plc – a leading edge technology group of business services companies – is seeking to appoint a Group Financial Director.

The Group, based in the City, is capitalised at over £100m with multisite operations in the UK and USA and is positioning itself for future organic and acquisitive expansion.

Your role will focus upon strategic and tactical analysis and direction with regards to the financial implications – both performance and financing – of ongoing business and future expansion. Paramount to this will be the introduction of stronger and more sophisticated financial discipline, controls and analysis together with the enhancement and creation of a more proactive planning process in order to provide a secure platform for the above.

It is a challenging time to be joining the Group as it strengthens its team and reshapes itself for growth in the 90's. If you can satisfy our client's needs please submit your Curriculum Vitae in application to:

Ref.1234/F1
Wayne Thomas, Director,
Wheale Thomas Hodgins plc,
13 Berkeley Square,
Clifton,
Bristol BS8 4HG.

WHEALE THOMAS HODGINS • PLC

You will be a qualified graduate accountant, probably aged 35-42, with experience in medium sized service industries. A high level of technical competence and knowledge of Plc reporting is essential combined with significant interpretive and innovation skills. Awareness and knowledge of the needs of the City, together with acquisitions experience would be an added advantage.

It is a challenging time to be joining the Group as it strengthens its team and reshapes itself for growth in the 90's. If you can satisfy our client's needs please submit your Curriculum Vitae in application to:

Ref.1234/F1
Wayne Thomas, Director,
Wheale Thomas Hodgins plc,
13 Berkeley Square,
Clifton,
Bristol BS8 4HG.

WHEALE THOMAS HODGINS • PLC

Finance Director

Consumer Products

West Midlands

c.£50,000 + Car + Benefits

Outstanding, high profile role for highest calibre, finance professional. A unique and successful international business, marketing led and strongly innovative.

THE COMPANY

- ◆ Major electronic consumer products business. Reputation for quality and innovation.
- ◆ Dominant market share through aggressive advertising, new product development and T.V. marketing campaigns.
- ◆ Highly committed, forward thinking senior management team.

THE POSITION

- ◆ Wide ranging, hands on, commercially orientated role. Integral part of senior management team.
- ◆ Sustain and develop incisive management information. Control financial and current exposure on international sourcing. Maximise contract profitability.

N & SELECTION LTD

a Norman Broadbent International associated company



Birmingham 021 243 4656 • Slough 0733 810227

Bristol 0872 231142 • Glasgow 041 264 4334

London 071 493 6392 • Manchester 0625 539953

Aberdeen 0221 638080 • Edinburgh 031 222 2250

Please write, enclosing full cv, Ref BM3989

NBS, Berwick House, 35 Livery Street,

Birmingham, B3 2PB

Our culture is young, dynamic and highly successful. So too is the financial team that's planning and taking positive action for the future. To contribute, your personality, professionalism and ambition should be perfectly in tune with this culture. If so, you could soon be sharing our success at our Head Office in Enderby, a village on the rural outskirts of Leicester close to the M1 and M69 motorways.

Financial Analyst

Here you'll be expected to identify and exploit profit opportunities in branch trading - a role where there's considerable potential to build on our successes. It's a tough challenge and to meet it you should be a qualified accountant whose strong analytical and forecasting skills are supported by 1+ years' experience of management accounting in retail or similarly fast-paced business.

Stock Administration Accounting Manager

Heading a small team that liaises between merchandisers and over 300 branches, you'll be managing the perpetual inventory, investigating and

acting upon any discrepancies on the stock file and accurately calculating the financial implications. Your financial acumen, initiative, organisational skills and ability to prioritise will be tested to the full. A proven, hands-on record of perpetual inventory management is the key here - and accountancy qualifications, though not essential, would help in your further career development.

Both positions carry a highly attractive benefits package, including bonus scheme, company car, private health insurance and generous staff discounts.

Your next step is to write, with full CV, to Julie de Groot, Personnel Controller, Next Retail Ltd, Deaford Road, Enderby, Leicester LE9 5AT quoting Ref No. M500 and stating which position interests you.

Closing date: 22nd October 1993.

Next is committed to equality of opportunity in employment.



LOOKING GOOD FOR YOUR CAREER

FT/LES ECHOS

The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world. For information on rates and further details please telephone:

Clare Peasnell on 071 873 4027

CURRICULUM AND ASSESSMENT AUTHORITY

The Authority was established in 1988 by the Secretary of State for Education and its accountable for the administration of implementation of the National Curriculum and will manage consultations on:

THE OFFICER IN CHARGE
£25,330-£39,227
Banding of £1,776
+31

responsibility for managing the including payroll, personnel and financial management of contracts and visiting on behalf of the DfE. The CFO and Personnel:

and with the ability to advise and should have significant experience and preparing financial accounts and management of staff is also sought at a senior level to develop long-term framework contract posts for years. Benefits include a relocation £1,000 and an interview and travel

are available.

reference number:
Form 21 October 1993
Employer Assessment
Office of Race, Sex and Disability

West Midlands
A unique
role.

for the
development
of the
region.
The
area
is
the
most
dynamic
and
diverse
in
the
UK.
The
region
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It
is
also
home
to
many
famous
sites
such
as
Birmingham
and
Wolverhampton.

ASSISTANT FINANCE DIRECTOR
— Corporate Finance

Central London**up to £40,000 + car + benefits**

Our client, a plc backed by blue chip institutional investors, is currently undertaking an ambitious expansion programme to realise new market opportunities in a re-emerging sector, and plans to double its market capitalisation by the end of 1993. As this will largely be through acquisition, corporate finance will be an integral part of its overall growth strategy for the group. A number two to the Finance Director is now required to play a key role in all aspects of the development programme.

You will need to demonstrate a broad range of corporate finance experience, which includes advising on acquisitions and regulatory requirements, appraising risk and structuring complex deals. In addition, these skills must be matched by your effectiveness in helping to manage day to day operational accounting and finance and company secretarial activities.

A young (26-35) ACA, you will have gained first class, wide ranging corporate finance experience. With an incisive mind, an eye for detail and a commercial outlook, you must also have well-developed communication and presentation skills. As you will be expected to make an immediate contribution, high levels of energy, enthusiasm and commitment will be needed to ensure success.

If you feel you have the necessary skills to meet this challenge, please send an up to date résumé, including daytime telephone number and current salary details, quoting reference 3328, to Sue Atkinson, Touche Ross Executive Selection, at the address below.

Touche Ross**MANAGEMENT CONSULTANTS**
Hill House, 1 Little New Street, London EC4A 3TR.**Hanson PLC**
Financial Comptroller

Hanson PLC requires an ambitious Financial Comptroller to join its small central management team based in London.

Hanson PLC is one of the foremost growth companies of the last two decades and is committed to a continuation of this growth both organically and by acquisition in the UK and the USA where half the group's businesses are located.

Many of the senior management positions in the group have been filled in the past from members of the central team and the position therefore offers enormous scope for an ambitious and energetic accountant.

The successful applicant, male or female, will be a chartered accountant, 30-35 with a good academic background and progressive experience in practice and industry.

A good salary commensurate with the job will be paid and generous fringe benefits, including car and share options are available.

Applications should be made to:
The Financial Director, Hanson PLC,
1 Grosvenor Place, London SW1X 7JH

Financial Controller**Malawi Excellent Expatriate Package**

Oil Company of Malawi (1978) Limited, based in Blantyre, is the country's largest distributor of oil products with a market share exceeding 50%. Our client now wishes to appoint an experienced Financial Controller capable of making a major contribution to its continued success.

Reporting directly to the Chief Executive Officer, your priorities will be to manage and motivate a team of 50 staff, responsible for maintaining tight financial controls and producing crucial management information, and to co-ordinate a project to install new systems and procedures. You will be involved in financial planning, budgeting and forecasting and, as a vital member of the management team, will advise on product pricing, IT issues and future strategy.

Applications are invited from qualified, commercially-rounded accountants with proven leadership qualities for whom this role would represent an upward career move. Oil industry exposure and a record of success in systems implementation are prerequisites, whilst previous expatriate experience is desirable. Vital personal attributes include ambition, initiative and a robust, adaptable character.

The comprehensive remuneration package includes generous salary and bonus, expensed car, gratuity on completion of contract and substantial assistance with educational fees. Blantyre boasts excellent recreational facilities, while Lake Malawi and its shoreline offer numerous leisure attractions.

Please write, in confidence, enclosing full career and salary details, to Tim Knight, quoting reference TCK/0710.

KPMG Selection & Search
1-2 Dorset Rise, Blackfriars, London EC4Y 8AE

SEARCH & SELECTION

**Vice President - Audit
Leading Multinational Group****c. \$100,000 + bonus + car**

and EDI management talent.

Potential candidates must have at least ten years' management experience in a fast-moving international environment. Audits will be conducted in all major functional areas, which will require strong business acumen and broad based experience

Excellent communication skills, strong leadership and sound technical ability are mandatory. Fluency in a second European language is required.

Opportunities for career development within this progressive and dynamic group will only be limited by ability.

The position will require approximately 30% international travel.

Please send a full CV in confidence, quoting reference number 231J on both letter and envelope, and including details of current remuneration.

GKRS**SEARCH & SELECTION**

CLAREBELL HOUSE, 6 CORK STREET, LONDON W1X 1PB. TELEPHONE: 071 287 2820
A GKR Group Company

LEOMINSTER MARCHES HOUSING ASSOCIATION**FINANCE DIRECTOR****Salary up to £35,000 (inc. PRP)**

LMHA has been set up to receive the transfer of 1870 properties from Leominster District Council. Tenants have been balloted and have voted overwhelmingly in favour of the transfer, which is scheduled to take place early next year. The Association is now being established, and is seeking its first Finance Director.

We need a skilled professional to lead our Finance team and, as an important member of the Senior Management Team, to help build and develop the Association into one of the leading social housing providers in the West Midlands. A recognised qualification and housing association experience would be desirable.

The job will be demanding, and you will need to demonstrate a strong commercial awareness, have an ability to manage a substantial loan portfolio, and be able to deliver results.

The rewards are an excellent remuneration package including contributory pension scheme and relocation allowance, the opportunity to work in a delightful rural area, and the chance to make a positive contribution towards the creation of a new organisation.

For an application form contact Liz Rogers on 0568 610470 (Fax 0568 610993). If you wish to have an informal chat about the post before applying, ask to speak to Irene Usher, LMHA's Managing Director, on the same number. Closing date for applications - 25th October.

LMHA is committed to Equality of Opportunity. We welcome applications from all races, both sexes and people with disabilities. The Association wishes it to be known that it is a non-smoking organisation.

Head of Finance**City Livery Company****£45,000**

As one of the foremost Livery Companies in the City of London, our client has an outstanding record of establishing high standards of integrity in support of its industry and craft. The Company has a trading division and also manages several charitable trusts as well as a property and investment portfolio.

In addition to routine accounting, the role will focus on providing advice and management information to the Clerk (Chief Executive) and the Wardens (Board), particularly in respect of the Company's day to day transactions, management and taxation issues associated with investments and property and the administration of charitable donations. The incumbent will also advise on personnel affairs.

The ideal candidate must be a qualified accountant who has gained a wide range of financial and tax experience within a substantial organisation. In addition, the ability to communicate easily at all levels combined with strong interpersonal and business skills is essential.

Please send full career and remuneration details including telephone contact numbers and quoting reference 9009 to Stephen Fletcher at the address below.

KPMG Selection & Search
1-2 Dorset Rise, Blackfriars, London EC4Y 8AE

33**CIRCL33**

Circle 33 is one of the largest developing associations in South Britain with a successful track record in urban regeneration and innovative housing projects. It is currently implementing extensive upgrading of internal systems to ensure a housing service for its tenants which is second to none. The following post is currently based at our Head Office in Kings Cross, which will be moving to Highbury at the end of 1993.

FINANCIAL CONTROLLER**c. £35,000**

Reporting to the Finance Director your major objective will be to provide effective, efficient management of the financial and management accounting functions of the Trust whilst offering guidance to all levels of operating managers.

Your responsibilities will take in supervising and overseeing financial accounts, management accounts, rent accounting and Hostels/Residential Care/subsidiaries.

Applicants for this senior role will be Chartered, Certified or cost management qualified and have a minimum five years post qualification experience preferably gained from within a housing association background. A proven track record in staff management is essential.

REF: FIN/OC/103

Closing date: Friday 22nd October 1993.

1st interviews will be held on: Friday 5th November 1993.

2nd interviews: Wednesday 10th November 1993.

For an application form and further information on the above position please telephone our 24 hour Answering Service on 0823 779129 quoting the reference number.

Circle 33 is an equal opportunities employer and we therefore welcome applications from all. We will not discriminate on grounds of race, sex, creed or sexual orientation and we particularly welcome applications from people with disabilities.

Operations Executive

Midlands

Our client is an IT based services company headquartered in the US but with its European operations based in the UK. The company has a short but extremely successful history, achieved through accelerated organic growth and they have aggressive plans to continue the rapid expansion.

The services provided are wide ranging but they are characterised by the assumption of operational management control of various support elements of a client's business.

In this capacity, the company will analyse business problems and processes and then combine innovative solutions with appropriate technologies to formulate a change programme. This will result in long term improvements in the efficiency, effectiveness and ultimately, profitability of the client operations.

Reporting to the Director in charge, we seek an outstanding individual to join an ambitious team, initially with a major customer in

c £60,000 + Car + Package

mind. The role will involve responsibility for managing salient operations of the client and critically examining these operations to identify areas for enhancement.

Candidates, aged 35-45, will be qualified accountants and must have a demonstrable track record of strategic contribution and 'hands-on' financial management in a high volume customer transaction service sector environment. Applicants should be academically above average with a series of outstanding achievements in a high calibre customer led environment.

It will be essential to demonstrate the ability to initiate and manage change with the appropriate interpersonal and communication skills to achieve the desired result.

Interested candidates should write to
Joe Graham BA CA, Executive Selection
Division, Michael Page Finance,
190 Corporation Street, Birmingham
B4 6QD. Please quote ref: 165698.

Michael Page Finance

Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

Finance Director

Lancs/Yorks Border

Our client is an autonomous £9 million turnover engineering subsidiary of an acquisitive, rapidly expanding UK PLC. Its products have an enviable reputation within the world automotive market, with over a third of the turnover being exported. Future growth will be ensured by improved product quality and further market penetration both in the UK and overseas.

Reporting to the Managing Director, you will be responsible for all aspects of the Finance and DP functions, with initial emphasis on the enhancement of integrated computer systems including MRP II. The successful applicant will be expected to contribute significantly to strategic business planning and the overall commercial

c £35,000 + Bonus + Car

management of the business. Candidates, aged 30+, will be qualified accountants with in-depth experience of financial management gained in a manufacturing environment. Applicants must be able to demonstrate strong communication skills and the ability to make an effective contribution to the profitable development of the company.

Comprehensive relocation facilities are available where appropriate. Interested applicants should write to Stephen K Banks ACMA, Regional Director, quoting ref: 11357, at Michael Page Finance, Leigh House, 28-32 St Paul's Street, Leeds LS1 2PX. Tel: 0532 450212.

MP

Michael Page Finance

Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

Financial Director

Hertfordshire

Our client is a highly successful supplier of high-technology simulation systems. As a subsidiary of a well-known US electronics multi-national, the company has consistently demonstrated impressive growth and profitability, which can be attributed to positive and forward-thinking management where the focus is firmly upon technological leadership, superior customer service and astute financial control. Despite the difficult trading environment, sales and turnover for 1992/1993 have reached record levels.

In order to strengthen their financial and commercial expertise, the company is seeking to appoint an ambitious qualified accountant with strong technical, analytical and communication skills. Reporting to the Managing Director and assisted by a team of staff, responsibility will encompass all statutory and management reporting to UK and US standards in addition to all commercial management accounting, including business planning, costing and the preparation of the budget. The Financial Director will also make a significant commercial contribution to the business, with direct involvement in all major policy and

c £40,000 + FX Car + Benefits

pricing decisions and the promotion of greater general cost awareness, company-wide. This is a critical and therefore high profile role and the successful candidate, as an integral part of the management team, will be expected to act as a catalyst in driving and directing the business towards goals of enhanced profitability.

Prospective candidates must be qualified accountants (probably aged 30-45), able to demonstrate broad ranging experience and a strong track record of profit improvement in a commercial environment. In addition, candidates should possess the energy and commitment, together with the confidence necessary to operate at board level. Of equal importance are personal qualities, including strong man-management and organisational skills and the intellectual ability to contribute to strategic decision-making.

Interested candidates should apply in writing, enclosing a full CV (including a daytime telephone number and details of present remuneration) to Bill Greenwell at Michael Page Finance, Centurion House, 136-142 London Road, St Albans, Herts AL1 1SA. Please quote ref: LN166069.

MP

Michael Page Finance

Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

DIRECTOR OF FINANCE

Manchester

The Organisation

The Christie Hospital Trust is the largest specialist cancer complex in Europe with a turnover in excess of £40m. The organisation comprises the hospital itself, the Peterborough Institute for Cancer Research and the North Western Medical Physics Service. The Trust was established in April 1991; since then it has treated increasing numbers of patients, exceeded its research work, achieved all of its financial targets and is acknowledged as a successful self governing organisation with a worldwide reputation.

The Challenge

The basic work involved in setting up the new organisation has been completed and is working well. The next few years will see major organisational development opportunities, particularly in areas of information technology which must be managed within the public sector financial climate.

The Job

In addition to the normal tasks associated with a Trust Finance Director, you will have responsibility for:

- A uniquely complex series of service contracts
- Business Planning
- Information Technology
- The oversight of substantial charitable trust funds plus fund-raising operations
- Relations with a large number of public, private and charitable bodies

The Director of Finance is accountable to the Chief Executive and is a full Member of the Trust Board.

The Wider Role

The Director of Finance is expected to play an important role in determining the strategic direction of this prestigious Trust and implementing corporate policy.

The Individual

A self starter with strong negotiating and interpersonal skills

- A qualified Accountant with a track record in running the finance function of a large or complex organisation
- A finance professional who relishes demands for beyond balance sheets and bottom lines

The Package

A generous remuneration package will be offered including a performance related element to attract the right person.

Further Information

An information pack sheet the post is available by telephoning 061 446 3451 or alternatively a 24 hour answering machine is available on 061 446 3428. Closing date for applications 29th October 1993. Interviews will be held on Monday 22nd November 1993.

An equal opportunity employer.

CHRISTIE HOSPITAL

NATIONAL HEALTH SERVICE TRUST



Financial Planning Manager

Paris

Pizza Hut France, a major subsidiary of Pizza Hut International, is part of PepsiCo's worldwide network of restaurant operations. Currently operating from 65 outlets throughout France, the company has very ambitious plans for future growth, including the opening of 25 new outlets during 1994.

This sustained growth creates the opportunity for an outstanding young professional to lead and develop the financial planning and analysis function.

Responsibility will cover all aspects of the planning and forecasting function, including the preparation of all operational and strategic plans, leading the annual budget process and the development of a stringent performance measurement framework. Significant emphasis will be placed on the design and implementation

of sophisticated product analysis and capex models.

Candidates, aged up to 32, should be French speaking, graduate accountants/MBAs who are experienced in all aspects of financial planning within the context of a well managed fast moving business. Outstanding communication, presentation and management skills will be essential for success in this role and will ensure excellent career prospects for the future.

Interested applicants should forward a comprehensive curriculum vitae, quoting ref: 9515, to Frédérique Bouvier at Michael Page International, 3 Bd Bineau, 92594 Levallois Perret Cedex, Paris, France. Tel: 331.47.57.24.24.

Michael Page International

Specialists in Financial Recruitment

London Amsterdam Dusseldorf Paris Sydney

Group Financial Controller

Thames Valley

c £60,000 + Car + Bens

Our client is a £500 million turnover, technology driven, manufacturing group with operating sites throughout Europe and a truly international customer base. An order portfolio of over £2 billion and continuous investment in research and development ensures its long term position as a major global force in an expanding market.

Following a recent corporate restructuring a new position has been created. The Group Financial Controller will be responsible for the provision of the highest quality technical and commercial support on all group financial matters. Initial emphasis will be to design and implement robust accounting policies, procedures and systems on a pan-European basis, which will facilitate stringent financial control and comprehensive

management reporting. The key to success in this role will be the ability to work closely with operational managers, bringing an international financial perspective and maximising profitable growth.

Candidates, aged 38-48, will be graduate qualified accountants with a proven record of senior level experience gained in a multi-site, international environment. Technical excellence, strong personal presence and outstanding communication skills, combined with a flexible, hands-on management style will be essential in this high profile role.

Applicants should forward a comprehensive curriculum vitae, quoting ref: 166076, to Mark Hurley ACMA, Executive Division, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH.

MP

Michael Page Finance

Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

BERMUDA

Recently qualified accountant required for Bermuda company. Successful candidate will have excellent accounting skills, must be familiar with PC based spreadsheet, accounting and word-processing applications. They must also be able to communicate verbally and in writing with the highest levels of client management personnel. Insurance knowledge would be an advantage. The position is in Bermuda and the candidate would be expected to take up the position quickly.

Apply, in writing with curriculum vitae, to Box B1722, Financial Times, One Southwark Bridge, London SE1 9HL.

CAREERS IN EUROPE

CONTROLLER POLAND

US Corporation manufacturing company. Fluent in Polish, knowledge of US GAAP essential. Excellent career opportunity.

FINANCIAL ANALYST 120,000 DM

FEARNPART US Fortune 100 corporation. Telecommunications. Fluent in German. Strong commercial skills. Rapidly expanding group.

FINANCIAL CONTROLLER 125,000 DM

Multi-currency hi-tech group. Fluency in German and knowledge of US and UK GAAP essential. From management experience. Able to manage change.

For further information on these and other European opportunities call Mark Stewart, Jacqueline Long, or FSC, 10th Floor, Olympia House, London EC2R 8AN Tel: (44) 71-387-5400 or (44) 81-378-7536 (Rec Cost).

The European Network
please for prospectus
Survey ref:

Corporate Treasury Management

one survey ref:
Publication 2.

Decision makers in over 180
countries worldwide will see this
survey. If you wish to reach this
important audience call:

Robert Forrester
in London, on 071-673 3206

FT Surveys

GROUP FINANCE DIRECTOR (DESIGNATE)

CENTRAL LONDON

c £50K + BONUS + CAR

Our client, a commercial property investment company listed on the London Stock Exchange, requires a Group Finance Director (Designate) to join its small tight-knit management team. Satisfactory development will lead to a full board appointment within one year.

Applicants, preferably aged 33 to 45, must be able to demonstrate a range of personal and professional skills that will gain the respect and confidence of the directors, including flexibility and speed of response coupled with maturity, reliability and strong team skills.

Please write enclosing CV with evidence of your suitability and stating your latest earnings level to Michael Leane, Human Resources Director:

MORISON STONEHAM

MANAGEMENT CONSULTANTS LIMITED

805 Salsbury House, 31 Finsbury Circus, London, EC2M 5SQ.

FINANCIAL CONTROLLER

(Fluent in German)

Based Germany

Excellent Benefits Package



This Fortune 500 company is recognised as being the market leader in the manufacturing and marketing of a highly successful range of products.

To perpetuate planned growth on an international basis and to maximise the performance of its German operations, the company seeks to appoint a talented Financial Manager who has the range of skills to ensure that necessary robust management and financial controls are in place to drive the business.

Specifically you will:

- Redefine and implement management information systems capable of pro-actively managing finance
- Appraise the financial and commercial performance of the operations by developing sophisticated and clear reporting techniques
- Develop strong workable relationships with local and international management and make a positive contribution to the development of the operations
- Manage and motivate a committed finance team

Essential attributes for this role include:

- Strong academic background
- Complete fluency in German
- Exceptional technical accounting expertise, especially in US GAAP
- Outstanding record of achievement in career to date

You will be a graduate qualified accountant working at a senior level within a major accounting practice or within a multi-national group in Europe. You will be able to negotiate with executives at the highest level, display superior interpersonal qualities and be seeking a fast career track opportunity that will offer first rate exposure in a truly international business environment. Individuals who strive for excellence will enjoy unparalleled opportunities for career advancement.

Interested candidates should write to Michael Herst or Charles Austin, enclosing a full Curriculum Vitae and quoting reference MH446.

HARRISON WILLIS
SEARCH AND SELECTION PARTNERSHIP
39-40 Albemarle St., London W1X 3FD. Tel: 071-629 4463
LONDON • READING • GUILDFORD • ST ALBANS • BRISTOL • BIRMINGHAM

Senior Finance Professionals

Funding Agency for Schools
YORK

FINANCE DIRECTOR

£44-£54,000

You will be directly responsible to the Chief Executive for integrating

the functions of the calculation, payment and monitoring of grant to self governing schools, for implementing new funding methods and for the establishment and maintenance of the Agency's internal finance systems. You will be responsible for the co-ordination and direction of work on two sites and for the overall management and administration of all aspects of work and staff concerned with the calculation, payment and monitoring of grant.

You will have excellent management and organisational skills and experience, complemented by a proven talent for leadership and communication. You will have considerable financial experience at a senior level and preferably some experience of Government Accounting.

RAS

FINANCIAL CONTROLLER

£36-£53,000

As Financial Controller you will be directly responsible to the Finance Director for all aspects of financial monitoring of self-governing schools, the expansion and development of existing audit arrangements for self-governing schools, and the implementation and maintenance of procedures to ensure that both schools and the Agency conform to the requirements of prudent and good management.

You will be a fully qualified accountant whose professional abilities should be complemented by strong management skills. You should have relevant experience at a senior level in a major enterprise in the public or private sector. Experience of the overseeing of multiple units with delegated budgets would be an advantage. Experience of value for money assurance would also be highly relevant.

The appointments are for an initial contract of 3 years and the package includes non-contributory pension arrangements and a relocation package. Interviews will be held in November. Appointments to take effect as soon as convenient thereafter. You will be expected to make an important contribution to the launch of the Agency. For further details and an application form (to be returned by 26th October 1993), please write to Recruitment & Assessment Services, Alancam Link, Basingstoke, Hampshire RG21 1FB or telephone Basingstoke (0256) 458551 or fax (0256) 846660. Please quote Ref: B/674/247.

The FAS will be an equal opportunities employer. Applications are welcome from all sections of the community.



ACCOUNTANTS AND IT PROFESSIONALS

CENTRAL LONDON

TO £40,000 + BENEFITS

Guinness PLC is one of the UK's leading consumer goods companies, with a market capitalisation of over £8bn, 24,000 employees worldwide, and a turnover in excess of £8bn. With the most outstanding portfolio of premium drinks brands in the world, Guinness is one of the few truly global beverage businesses.

We have a well established and high profile internal audit function whose activities include reviews of operational and financial control procedures, new systems implementations and a variety of special project work. Due to internal development we need to recruit additional accountants and computer auditors/IT specialists with the commercial awareness, ambition and motivation to succeed in a highly professional group.

Successful applicants are likely to have at least three years post-qualification experience with either a major firm of accountants or in a line role. IT specialists should have experience in at least some of the following areas: Unix/VMS/AS400 operating systems, project management and the use of CAATs.

Reporting to the Head of Group Audit you will undertake short term assignments in the UK and overseas - hence a second language would be an advantage. Candidates should have the ability to provide intelligent and practical solutions and must possess strong interpersonal, report writing and presentation skills.

Package includes quality car, profit share, pension scheme membership and BUPA cover.

Written applications to: Miranda Henderson, Lonsdale Advertising Services Limited, 58-60 Rivington Street, London EC2A 3AY.

GUINNESS PLC

APPOINTMENTS WANTED

SWITZERLAND INTERNAL AUDITOR/FINANCIAL CONTROLLER
professional with many years varied multi-national experience, resident in Zurich, with Swiss & EC passports, dual citizenship, permanent position in finance or banking. Prepared to travel extensively in a roving role or would consider relocating.
Write to Box B1721, Financial Times, One Southwark Bridge, London SE1 9HL

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Big 6, first-time passes. 4 yrs in Germany, good French. Bluechip clients incl. merchant banks, US, UK & German reporting.
SEEKING: Prefer finance/banking/consultancy; also industry/commerce.
Write to Box B1721, Financial Times, One Southwark Bridge, London SE1 9HL

SPAIN

Qualified Finance Professional (32) seeks position in Spain. Experienced in European Controlling, Analysis & Planning, particularly US & UK companies. Last 4 years resident in Germany and Spain.
Fluent in Spanish & German.
Telephone Germany (49)-894802086

Appointments

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Gareth Jones

on

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and, of course...

GUINNESS



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Excellent package + car + benefits

Leeds based

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We have one of the strongest regional practices in North East England, centred on Leeds.

We are looking for an outstandingly able accountant to join our team at a senior level, to play a key role in the further development of our practice. Our ideal requirements include:

- a track record in board level financial management;
- practical experience with modern cost management techniques;
- a systems bias;
- a flexible outlook;
- a readiness to work "hands on";
- a keen interest in using financial skills to overcome a wide range of business problems.

While not essential, we would be particularly interested in anyone who already has consulting experience.

The position offers an outstanding career opportunity to the right person. It provides the chance to join a high quality group of professionals, dedicated to providing the best advice and highest standards of service to clients drawn from all segments of both the public and the private sector.

Please write in confidence, including full CV and current salary details and quoting reference number FT.001 to Ian McBride.

KPMG Management Consulting

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High Profile Finance Opportunities

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John Laing Plc is one of the country's leading construction companies, with an enviable reputation for quality and shrewd financial management.

We are currently looking to further strengthen our finance function with the appointment of two high calibre accountants. It is unlikely that anyone with less than four years' post qualification experience will have the necessary skills and business acumen to succeed.

Divisional Financial Controller

Hemel Hempstead

This is a high profile role which reports directly to the Managing Director and has full responsibility for financial and management accounting for our Civil Engineering Division.

The position calls for experience in the contracting industry, a full accounting qualification, proven experience in staff management and the ability to work with other senior managers in the Division and the Group Head Office at Mill Hill.

The Division covers the whole of the UK and is involved in major projects in Europe and your brief is to add value to an already successful operation.

As you would expect, both roles attract excellent salaries and a range of senior management benefits which includes a company car and a non-contributory pension.

To apply, please write with full c.v. and current salary

Divisional Accountant

Mill Hill, North London

This opportunity arises from the need to provide additional support to the Group Chief Accountant at our Mill Hill Head Office. The responsibilities will include consolidation and review of quarterly management and financial information for our Building Division, thereby becoming directly involved in that business. The role will, in addition, involve ad-hoc accounting assignments throughout the Laing Group.

This is an excellent opportunity to gain a thorough understanding of the Group's Financial Management procedures, and requires a first-class accountant with the credibility, confidence and experience to further enhance the Group's finance function. Experience in contracting is preferred, however an excellent track record and the ability to work with accountants and management throughout the Group are of more importance.

details to D.R. Heard, Senior Personnel Manager, Group Personnel, John Laing Plc, Page Street, Mill Hill, London NW7 2ER. Tel: 081-906 5308.

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Jones Cable Group, UK subsidiary of US based Jones International, are in a period of rapid expansion. Having recently secured over £150 million of financing for our Leeds system, we require more people to be involved in the accounting and reporting functions for Jones' operations in the UK.

CORPORATE ACCOUNTANT

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Based in Watford and reporting to the Group Finance Director you will be a Chartered Accountant with experience of US reporting and inter-company accounting in a corporate environment. Ref: 106/G/G11.

GROUP MANAGEMENT ACCOUNTANT (for Leeds)

c.£30K & benefits & car

Based in Watford and reporting to the Group Finance Director your responsibility will be for Leeds accounting at group level. You will be qualified with at least 10 years experience in a similar role, ideally in a start up situation. Ref: 107/L/G13.

SYSTEMS ACCOUNTANT

c.£23K & benefits

Based in Watford you will be assisting the Group Management Accountant. This is an ideal position for someone who is newly qualified. Ref: 108/L/G12.

MANAGEMENT ACCOUNTANT

c.£25K & benefits & car

Based in Leeds and reporting to the Leeds Managing Director you will be involved in establishing procedures and controls. You will be qualified with at least 5 years experience - preferably in a start up situation. Ref: 109/L/G05.

To apply for any of these positions you must be a non-smoker and also be fully conversant with spreadsheets.

Please apply in writing with full CV, quoting the relevant reference number, by Wednesday 13th October 1993, to:

Christine Harst, Group Human Resources Director, JONES CABLE GROUP LTD., Jones House, 9 Greycaine Road, Watford, Hertfordshire WD2 4JP.



NO AGENCIES.

LONDON STOCK EXCHANGE

Footsie slips from its all-time high

By Terry Byland,
UK Stock Market Editor

THE LONDON stock market responded cautiously to yesterday's speech by Mr Kenneth Clarke, chancellor of the exchequer, to the annual conference of Britain's governing Conservative party. After moving uncertainly during the trading session, the FTSE failed to hold an early gain to close 8.4 down at 3,104.6, abandoning both the 3,100 mark and the all-time high on the Footsie Index reached in the previous session.

A calmer day in the stock index futures sector, together with a mixed bag of corporate trading statements took the heart out of the equity market. Early trading saw the Footsie bounce to 3,110.6 but the stock market then turned off as the bourses elsewhere in Europe showed an unwillingness to extend the gains of the previous session.

At the day's low the Footsie was down by about 12 points to 3,098.8. But selling pressure was moderate and traders expressed little surprise at what was seen as a bout of profit-taking after a strong rise in UK equity prices.

The FTSE Mid 250 Index, which covers a wider range of equities than the Footsie, also lacked support, closing 1.1 down at 3,470.5, still more than 40 points short of the all-time

high reached at the end of August.

But trading volume was lower in the market yesterday, with the lead volume total down to 572.1m shares from 697.4m on Wednesday. However, retail or customer business, often regarded as the soundest guide to genuine investment activity, was worth £1.58bn on Wednesday. This total fully sustains the

improvement in stock market activity which underpins the recovery in market indices over the past three months.

Interest-related stocks, such as retail and consumer issues, lagged the market yesterday despite the hopes that the chancellor of the exchequer might soon sanction a cut in domestic interest rates.

The stock market was also held back by renewed lack of

support for the oil stocks as investors surveyed the prospect for crude oil prices following the easing of tensions in Russia. Losses in the blue chip oil stocks were mirrored by larger setbacks among some of the second line issues.

With currency markets also quiet yesterday, the international blue chips traced a less certain path. Pharmaceutical shares moved either side of

overnight quotations without attracting much activity. Profit-taking hung over the blue chip sectors as stock index futures played a less active role in the equity market.

Political considerations continued to overhang the London stock market yesterday as the Conservative party conference unfolded in Blackpool, in the north of England. However, expectations of a cut in domestic interest rates have been largely postponed until the government budget, due in November. In the meantime, the political future for the Conservative government and for the prime minister, John Major, remains a matter of uncertainty.

Nikkei Europe believes that the UK chancellor of the exchequer "despite his protestations" may soon be able to justify an interest rate cut on other than political grounds, pointing out that the bullish outlook is premised on the prospect of falling inflation and short term interest rates across Europe.

FT-SE Actuaries Share Indices

THE UK SERIES

FT-SE 100		FT-SE MID 250		FT-A ALL-SHARE	
3092.4 -8.4	3470.5 -1.1	1530.42 -3.05	1530.42 -3.05	1530.42 -3.05	1530.42 -3.05
Buy's Day's Vol. % Chg 000s Price chg	Sell's Day's Vol. % Chg 000s Price chg	Buy's Day's Vol. % Chg 000s Price chg	Sell's Day's Vol. % Chg 000s Price chg	Buy's Day's Vol. % Chg 000s Price chg	Sell's Day's Vol. % Chg 000s Price chg

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FT-SE 100	FT-SE MID 250	FT-A ALL-SHARE

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LONDON SHARE SERVICE

AMERICANS

Notes	Price	Yield
Ashley Lab.	177/8	4.2
Arrow & W.	177/8	4.2
Ameri. Cyanimid	177/8	4.2
Amherst	177/8	4.2
Amherst T & T	177/8	4.2
Amherst Tech.	177/8	4.2
Amherst-Roch	177/8	4.2
BankAmerica	177/8	4.2
Banks NY	177/8	4.2
BanKSouth	177/8	4.2
Bathsheba Steel	177/8	4.2
Battelle Inst.	177/8	4.2
CPC	177/8	4.2
Central Engg	177/8	4.2
Chem. Mfg.	177/8	4.2
Chrysler	177/8	4.2
Colgate-Palm	177/8	4.2
Don't Bank	177/8	4.2
Data Control	177/8	4.2
Davis Inds.	177/8	4.2
Easton	177/8	4.2
FIA	177/8	4.2
Ford Motor	177/8	4.2
Gen Elect	177/8	4.2
Gillette	177/8	4.2
Hedron	177/8	4.2
Hewlett Packard	177/8	4.2
Houston Inds.	177/8	4.2
Lockwood	177/8	4.2
Lowe's	177/8	4.2
Mallory Technology	177/8	4.2
Morgan (LPI)	177/8	4.2
NYSE	177/8	4.2
P&G	177/8	4.2
Perf. Corp.	177/8	4.2
Quaker Oats	177/8	4.2
Questar	177/8	4.2
Rao NY	177/8	4.2
Scars, Research	177/8	4.2
Sear Co.	177/8	4.2
Tenneco	177/8	4.2
Tele Warner	177/8	4.2
US West	177/8	4.2
Vahey	177/8	4.2
Walt Disney	177/8	4.2
Whitney	177/8	4.2
Woolworth	177/8	4.2

BUSINESS SERVICES

Notes	Price	Yield
Price C	177/8	4.2
Price D	177/8	4.2
Price E	177/8	4.2
Price F	177/8	4.2
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Price S	177/8	4.2
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126-7 150-8 170-9 190-10 210-11 230-12											

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	Ex Price	Star Rating	+/- Tday	Total Price		Ex Price	Star Rating	+/- Tday	Total Price		Ex Price	Star Rating	+/- Tday	Total Price		Ex Price	Star Rating	+/- Tday	Total Price		Ex Price	Star Rating	+/- Tday	Total Price			
Prudential Assurance Co	071-425 2222				South African - Contd.					Sax Alliance Group - Contd.					Royal Standard Life Assurance Ltd - Contd.					Merrill Lynch Guernsey					G1 Asset Management (Ireland) Ltd		
Holborn Bars, London EC1N 2BY	071-425 2222				Short	110.1	-0.01			Specialty	270.5	-0.02			St Gobain Chemicals Plc	049 710 400				Guaranty Inv Out	104.40				GT Asset Mgmt Inv Bd	513.12	
Prudential					Chancery Court Bond	110.1	-0.01			Specialty	280.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Prudential Life Assocs Soc	071-425 2222				North America	241.8	-0.05			Specialty	290.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
55 King St, London EC2V 4JH	071-425 2222				International	242.5	-0.07			Specialty	300.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Prudential Pension Fund					Emerging Markets	242.5	-0.07			Specialty	310.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Discretionary Spt 29	071-425 2222	1.00	-0.04		Emerging	243.1	-0.07			Specialty	320.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
International Spt 29	071-425 2222	1.00	-0.04		Emerging	243.1	-0.07			Specialty	330.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	340.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	350.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	360.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	370.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	380.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	390.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	400.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	410.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	420.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	430.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	440.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	450.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	460.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	470.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	480.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	490.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	500.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	510.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	520.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	530.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	540.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	550.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	560.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	570.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	580.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	590.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity					Emerging	243.1	-0.07			Specialty	600.1	-0.02			SGI Chemicals Plc	049 710 400				St Gobain Inv Bd	512.50				GT Asset Mgmt Inv Bd	513.12	
Int'l Equity																											

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AVERAGES OVER THE TELEPHONE. Call the FT Cityline Help Desk on (021) 873-4378 for more details.																	
Gartmore Fund Managers Int'l Ltd - Contd.																	
US Depositary Fd																	
Starrett Fund Fd																	
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NEW YORK STOCK EXCHANGE COMPOSITE PRICES

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than 60 countries,
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The logo consists of the word "VIAG" in a large, bold, sans-serif font. Below it, the words "Aktiengesellschaft" are written in a smaller, regular sans-serif font. To the left of the text, there are two small square icons.

AMERICA

US stocks subdued ahead of jobs data

Wall Street

US share prices were trapped in a narrow trading range either side of opening values yesterday morning as dealers and investors mostly stuck to the sidelines ahead of today's important jobs figures, writes *Patrick Harrison* in New York.

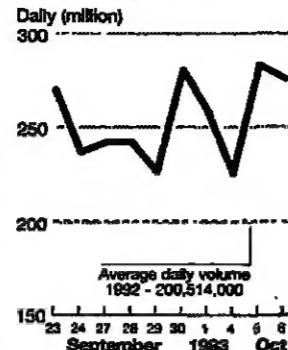
At 1pm, the Dow Jones Industrial Average was down 2.79 at 3,596.20. The more broadly based Standard & Poor's 500 was down 0.48 at 460.26, while the Amex composite was 0.53 lower at 463.89, and the Nasdaq composite down 1.23 at 763.54. Trading volume on the NYSE was 15m shares by 1pm.

Trading was subdued from the start as participants once again chose to keep their heads down while awaiting the September employment report, due out this morning. The monthly jobs report is traditionally the most eagerly-anticipated set of economic figures, and the markets are hoping that today's numbers will give them a fresh look at how the labour market is faring in a still struggling economy. The consensus of analysts' forecasts has non-farm payrolls rising by about 150,000 last month.

Wall Street, however, has a

poor track record of forecasting the jobs figures, and there have been numerous occasions this year when the monthly employment numbers have surprised the market, usually by producing a more bearish

NYSE volume



report than expected. This explains the market's cautious approach to today's data, and the lack of much movement in share prices during the morning session.

There was some news on the jobs front yesterday - the Labor department announced that the number of people claiming state unemployment insurance fell by 9,000 in the final few days of September - but the numbers failed to move the markets.

Among individual stocks,

retailers were in the limelight after some of the biggest companies reported their latest monthly sales figures. The news was neither disappointing nor particularly encouraging, and investors seemed unimpressed. Sears, Roebuck fell 7% to \$83.62, well off its lows for the day, while JC Penney gave up 5% to \$46.75, the Limited dropped 5% to \$23 and Kmart eased 5% to \$24.75.

Corning plunged 6% to \$27.45 in volume of 2.5m shares after the company warned that it would be taking a third quarter charge against earnings of \$130m, and said that its underlying income, even excluding the charge, will come in about 10 per cent below a year ago.

Motor stocks were in demand, with General Motors up 5% to \$44, Ford 5% to \$36.50 and Chrysler 5% to \$49.50.

On the Nasdaq market, Liberty Media rose 1% to \$28.50 on the news that Tele-Communications is considering a \$3.3bn stock deal to regain full control of the company.

Canada

TORONTO remained ahead at midday although the market had eased from earlier levels due to falling transportation and energy indices. The TSE-300 composite index at noon was 5.96 higher at 4,061.44 in turnover of C\$361.1m.

EUROPE

Paris sees 3 per cent decline in LVMH

AFTER two days of significant gains, the Eurotrack 100 eased a little yesterday, following the trend set on Wednesday afternoon, writes *Our Markets Staff*.

PARIS recorded a 3 per cent gain, the Eurotrack 100 a 1.12 per cent, following the group's recent disappointing first half results and further sell notes were issued by brokers. The shares lost FF119 to FF115, or FF3,700 in heavy volume.

The CAC-40 index slipped 17.65 to 2,147.41 as turnover remained flat at FF13.50.

Peugeot was off FF111 at FF140 ahead of reporting a first half loss of FF1.12bn, which came in at the lower end of market forecasts.

SocGen was one of the day's best performers, with a gain of FF114 to FF167 following an impressive set of first half figures.

FRANKFURT traded above 2,000 for the first time at mid-session but the DAX index lost steam after that. It closed the session 9.98 higher at 1,997.04 after an intraday high of 2,000.38, and eased to 1,991.38 in the post-bourse. Turnover fell from DM10.6m to DM8.6m.

At the close the DAX was still nearly 85 points up on the

week after a significant push from German mutual funds moving out of bonds into equities, and supported by US buy-

ing.

The big winner of the day,

the pharmaceuticals group, Schering, made its own breakthrough with a DM2.30 gain to DM1,022 on one big order, and thus excitement that it had cleared the DM1,000 level.

Other recent special situations like Daimler and Luftansa have been down again, by DM5.90 to DM747.80 and by DM2.40 to DM159.90 respectively.

AMSTERDAM saw Hoogovens continuing to attract sellers as speculation persisted over its financial health, the shares ending off 90 cents at F142.10. Many analysts believe that while the steel group remains in a difficult situation, its longer term prospects are relatively satisfactory.

Goldman Sachs has the stock

FT-SE Actuaries Share Indices									
		THE EUROPEAN SERIES							
		Open	11.30	12.00	13.00	14.00	15.00	16.00	Close
FT-SE Eurotrack 100	1318.80	1317.92	1320.05	1321.34	1319.24	1318.61	1317.76		
FT-SE Eurotrack 200	1402.72	1402.11	1403.44	1402.79	1403.59	1401.53	1401.97	1401.97	
Oct 6									Oct 7
Oct 5									Oct 6
Oct 4									Oct 5
Oct 1									Oct 4
Oct 30									Oct 31
FT-SE Eurotrack 100	1321.94	1321.91	1292.14	1293.99	1293.02				
FT-SE Eurotrack 200	1403.39	1391.47	1377.73	1363.19	1362.51				
Base value 1203 CDS/1200 High/Low 100 - 1317.34 200 - 1405.44 Low/HI 100 - 1317.40 200 - 1388.17									

nearly 6 per cent at F143.80.

Kleinwort Benson has issued a buy note on the transport group, based on "significant changes in top management which...in the short to medium term will focus on debt reduction and cost cutting and should lead to a gradual allaying of fears over the group's weak financial position".

MILAN was enlivened by some late speculative buying of Ferruzzi on hopes that the rescue plan may soon be completed, while the Comit index shed 4.35 to 566.16 as the market's consolidation continued.

Ferruzzi added L25.10 or 3.3%

per cent to L162.10 and Montedison was L35.60 or 4.6 per cent higher at L801 ahead of the

weekend meeting of creditors.

Analysts were surprised by a L30 fall to L1,324 by Olivetti in heavy volume of 16.7m shares, noting that there was no news to account for the activity. On Wednesday, Merrill Lynch commented that in the short-term, the share price was reflecting expectations such as the probability of winning Italy's second cellular telephone licence, adding "there is still scope for intermediate appreciation given the company's repositioning of itself".

Flat group companies were lower. Fiat shed L169 to L6,003.

ZURICH edged lower in fairly active trade, the SMI index easing 6.8 to 2,528.0.

Roche and Sandoz were marked down after forecasts which analysts said were in line with expectations. Roche certificates shed SF130 to SF129.30, and Sandoz SF80 to SF78.40.

Banks and insurers remained supported by hopes for lower interest rates: CS Holding bears added SF50 to SF5,060, helped by Wednesday's cut in cash bond rates by Credit Suisse and Swiss bank's plan to cut costs by closing branches.

STOCKHOLM's Affärsvärlden general index ended a mere fraction below the all-time high of 1,339.10 hit on August 18, closing 10.3 higher at 1,337.3.

Domestic and international investors tended to focus on shares which had underperformed the earlier market rally. The household appliances maker, Electrolux, rose SKV7 to SKV29 and the mining and metals group, Trelleborg, by SKV4.50 to SKV4.50, helped by

written and edited by William Cochran, John Pitt and Michael Morgan.

and Genting, the gaming group, which put on M32 to M32 on reports that it was to commission two floating casinos.

The composite index closed up 8.57 at 874.34 in volume of 657m shares.

MANILA closed higher as steady buying by domestic investors and the composite index rose 12.33 to 1,951.04 in volume of 516m shares.

TAIWAN extended early gains to end 2.1 per cent higher and turnover expanded on hopes for the successful passage through parliament of a proposal to cut the stock transaction tax.

The weighted index closed 80.32 higher at its intra-day high of 3,394.34 in turnover that rose to a moderate TS11.95bn from Wednesday's thin TS10.95bn.

ASIA PACIFIC

Nikkei eases as Hong Kong stays at peak

Tokyo

SPECULATION that the Osaka securities exchange will soon announce a new stock futures index triggered unwinding of arbitrage positions, and share prices lost 1.1 per cent on selling of small-capital stocks, writes *Emiko Terazono* in Tokyo.

The Nikkei average lost 23.62 to 20,255.63 after a high of 20,494.45 and a low of 20,262.83. Investors and dealers sold components of the Nikkei 225 index, on rumours that the index will be replaced by a capitalisation weighted average.

The settlement of October options contracts today also prompted selling by traders adjusting positions.

Osaka and Tokyo stock exchange authorities have been working on a capitalisation weighted average to replace the Nikkei 225, which is a simple price weighted average and is seen as easily manipulated.

Traders sold low liquidity small-capital component issues of the Nikkei, on expectations that such stocks would be excluded from the new index. Mitsubishi Electric lost Y11 to Y175 and Sony declined Y40 to Y1,680.

On the other hand, foreign buyers supported car shares, with Mitsubishi Motors gaining Y6 to Y832, Nissan Motor up Y26 to Y767 and Honda Motor rising Y70 to Y1,640.

In Osaka, the OSE average fell 54.05 to 22,401.76 in volume of 15.5m shares. Small-lot selling

prices: Sankyo plunged Y130 to Y2,830 on speculation that price cuts of up to 10 per cent might be made on Mevalion, its profit generating anti-cholesterol drug. Elsewhere, Yamamoto Pharmaceutical's Y40 to Y10 and Takeda Chemical lost Y30 to Y1,310.

High-technology issues which gained ground on Wednesday, fell on profit-taking. Hitachi declined Y8 to Y844, Mitsubishi Electric lost Y11 to Y175 and Sony declined Y40 to Y1,680.

HONG KONG finished at a fifth consecutive record during a session that saw prices sharply lower after early profit-taking by local investors before US funds, which have been driving the rally, once again entered the market as buyers.

The Hang Seng index finished 25.22 higher at 8,066.79 in turnover that dipped to HK\$6.19bn against an adjusted HK\$7.18bn on Wednesday.

The index has risen by 8.2 per cent over the last 10 days as strategists, mainly in the US, have increased their weighting for the market.

THE NEW FT-SE ACTUARIES INDICES CLASSIFICATIONS

10 MINERAL EXTRACTION	
121 Copper Mining	Processors of wool and wool cloth manufacturers
122 Gold Prospecting for, extractors and refiners of copper ores	Computer Services
123 Gold Prospecting for, extractors and refiners of gold bearing ores	Computer Services
124 Other Mineral Extractors & Mines	Computer Services
125 Manufacturing engaged in the extraction of minerals other than those classified elsewhere	Computer Services
126 Mining Finance	Computer Services
127 Finance houses engaged in financing and developing mineral interest or deriving an income from mining interests	Computer Services
128 Oil, Gas & Coal, Integrated	Manufacturers of cotton and synthetic fibre materials and goods other than clothing
129 Oil, Gas & Coal, Prospecting for	Footwear & Leather
130 Oil, Gas & Coal, Refining	Processors of hats and skins. Manufacturers of furwear & leather goods
131 Oil, Gas & Coal, Marketing	Furs & Costume Jewellery
132 Oil, Gas & Coal, Importers	Manufacturers and importers of costume jewellery and gifts
133 Oil, Gas & Coal, Transport	Manufacturers of wool cloth manufacturers
134 Oil, Gas & Coal, Manufacture	Manufacturers of cotton and synthetic fibre materials and goods other than clothing
135 Oil, Gas & Coal, Marketing	Footwear & Leather
136 Oil, Gas & Coal, Importers	Processors of hats and skins. Manufacturers of furwear & leather goods
137 Oil, Gas & Coal, Transport	Furs & Costume Jewellery
138 Oil, Gas & Coal, Manufacture	Manufacturers of wool cloth manufacturers
139 Oil, Gas & Coal, Marketing	Manufacturers of cotton and synthetic fibre materials and goods other than clothing